



January 8, 2016

DMV “Driving Change” Update

Kelly J. Thomas, Commissioner



Development of DMV “Driving Change”

A few reasons why we needed to change

Customer Service	Business Improvement	Modernization	Capital Improvement	Workforce Development
Inadequate service	Inefficient processes	Legacy systems	Critical operating levels	Aging workforce
Long wait times	Vertical silos	Separate records	Deferred maintenance	Inadequate training
Poor communication	Fiscal irresponsibility	Limited expansion	Life Safety concerns	Low engagement
Transaction focused	Manual processes	High operating costs	Limited capabilities	Stagnate development

How did we begin development of our Reform plan?

Internal Actions	External Benchmarking
SWOT Analysis	Indiana Bureau of Motor Vehicles
Program Studies	Virginia Department of Motor Vehicles
Risk/Vulnerability Assessment	Florida Department of Motor Vehicles
Customer Service Survey	Numerous Private Sector studies
License Plate Agency Study	



DMV Five Point Reform Plan



Strategic Goals



Customer Service

- **Become a Customer Centric Organization**



Business Improvement

- Modernize our business practices



Modernization

- Modernize our systems & databases



Capital Improvement

- Develop a more resilient infrastructure



Workforce Development

- Develop a more capable & engaged workforce



Results from first DMV Customer Service Survey December 2013

Customers identified 18 specific areas for improvement

- 16 are complete or in process
- 2 are under research

Status		4 Customer Identified Improvement Areas	Results
✓	Complete	Ability to pay with credit/debit cards	<u>All</u> DMV locations
✓	Complete/ Continuous	Ability to conduct online transactions	2015 - Online Driver License Renewal 2016 - Online ID Renewal
✓	Complete/ Continuous	Retraining of DMV employees to emphasize better customer service	First Division-wide Customer Service Training
✓	Complete	Longer hours of operation	+ 84.6% of North Carolina citizens are within a 30 mile radius of our 21 offices featuring <u>extended hrs.</u>

DMV “Driving Change” Update

Improvement Item	Information	Status
<u>Online Renewals</u>	202K transactions to date 50K Examiner Hours diverted 101K Customer Hours saved	Fully implemented October 2015
Kiosks	Unveiled at the North Carolina State Fair (2015) Conducted 132 Issuances	Timeline – Next Steps 8 kiosks deployed by end of November 2015 35 kiosks deployed by May 2016
Cameras, Credit/Debit	Camera and credit/debit machine at each examiner station; reduces wait times, improves service times and customer satisfaction	Now available in all Driver License offices
New Credentials (Driver License & ID cards)	North Carolina considered among top three states in nation for most secure credential	First available in June 2015 – Now available through all DL offices and mobile units
New Mobile Units	Unveiled at the North Carolina State Fair (2015) Conducted 337 Issuances	Statewide deployment from December 2015 – March 2016

[Driving Change Video: ncdot.gov/DMV/reform](http://ncdot.gov/DMV/reform)

Data captured from June 4, 2015 thru January 4, 2016








DMV Mobile Units



Category	Former Platform	New Platform	Service Results using New Platform
Number of Units	5	7	+40%
Number of Sites	25	+70	+280%
Customers	7,604	36,408	+475%
Revenue Potential	\$236,196	\$995,196	+420%
Capital Investment	\$3,955,000	\$1,166,222	-70%
Cost Per Issuance	\$76.83	\$31.53	-60%

LPA Study

August 2014

Status		Study Recommendations	Information
	In Progress	A new, standard, performance-based contract	New Contract complete - Conversion of all LPA's underway; completion by EOY 2017. (12 LPA's complete to date)
	In Progress	Implement statewide standard for tracking and managing wait times	System requirements under development
	Complete/ Continuous	Continuous, proactive training for all LPA employees	First Division-wide Customer Service Training Training opportunity is continuous
	Complete	Develop a new standard operating procedure (SOP)	Updated, improved SOP deployed statewide December 2015
	In Progress	Outsource 2 state run offices into contract LPA's	Conversion is underway with existing staff re-missioned for mission critical functions

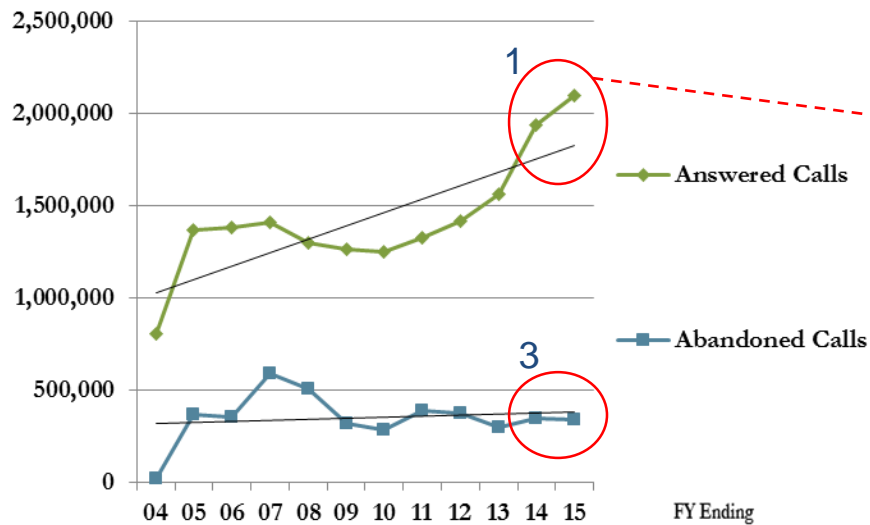
Study conducted by: Institute for Transportation Education and Research at NC State University (ITRE) and UNCG



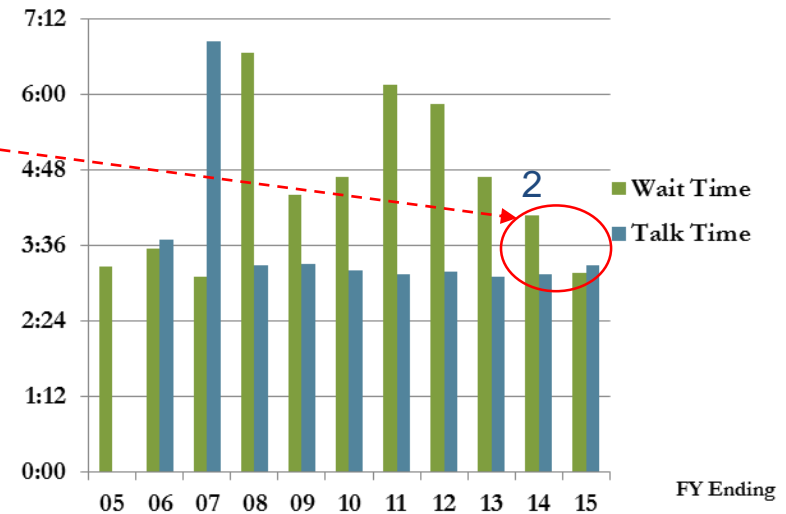
Upcoming Notable Changes

Customer Contact Center 2004 – 2015

Answered Calls vs. Abandoned Calls



Average Wait Time vs. Average Talk Time



Key takeaways:

1. Call volume continues to **increase**
2. Recent efforts have **stabilized** wait/talk times
3. **Abandoned** calls continue to be over 450,000 calls annually



Upcoming Notable Changes

Customer Contact Center SWOT Analysis

Strengths

- Integrated Voice Response (IVR) system project – 3 phased approach

Weaknesses

- Insufficient staffing for current/ projected volume
- Absent of surge capacity when new laws/ programs are implemented

Opportunities

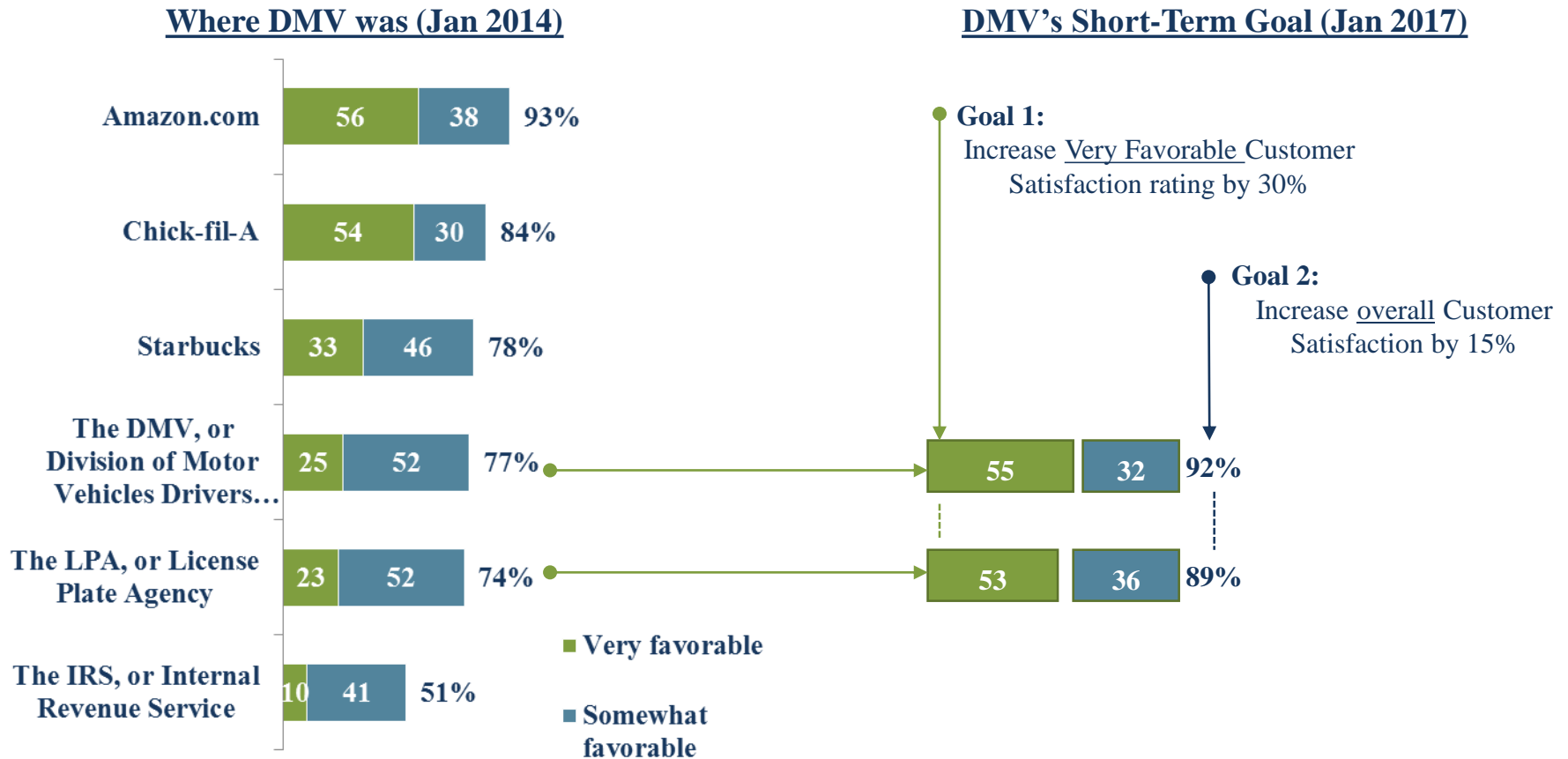
- Outsourcing to provide re-missioned staff for ***centralized and decentralized*** Contact Centers
- Continued call diversion from Driver License offices

Threats

- Increased transactions, programs, and changes in law decreasing customer service
- Single point of failure; lack of continuity of operations



Development of DMV “Driving Change” “Voice of the Customer” Customer Service Survey Results Jan 2014



*Follow up Survey- Underway now



DMV “Driving Change” Timeline

