Driver License Program Continuation Review

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Executive Summary

The Driver License Program is a section within the Division of Motor Vehicles that administers state and federal laws as well as federal regulations that promote and impact highway safety. The fees collected by the program partially fund transportation infrastructure and operations in the state. The Driver License Program is responsible for administering a secure process that produces driver licenses used for vehicle operation and as a legal and binding document that is a true representation of the holder's identity. The issuance of a driver license as well as an identification card is regulated by NCGS Chapter 20 and the Federal Motor Carrier Safety Regulations. FY 10/11, the Driver License Program contributed $58,109,601.52 to the Highway Fund.

The driver license field operational staff consists of 531 positions. The Division has at least one driver license office in each county or a driver license office that is in close proximity to a neighboring county or town. There are 112 brick and mortar offices of which 63 are state-owned, 29 are leased properties and 20 are donated properties. Five DMV mobile units service 22 areas. The Driver License Program is responsible for determining eligibility for the issuance of a driver license, a learner permit and an identification card. Driver license examiners and DMV personnel complete an average of 10,000 driver license, learner permits and identification card transactions daily during peak periods and average 8,500 outside peak periods.

In July 2008, DMV changed its driver license issuance process from over-the-counter to a central issuance process where DL/IDs are all produced in a central location and mailed to the customer. The Central Issuance process allows DMV time to verify the customer's information prior to mailing the DL/ID card. DMV's ultimate goal for security and data integrity is to ensure "one customer, one identity, one record".

The Next Generation Secure Driver License System Project began on 06/09/2010 when DMV awarded a contract to MorphoTrak Safran Group to design the system. The North Carolina Department of Transportation's Division of Motor Vehicles anticipates issuing a more secure driver license and identification card through its Next Generation Secure Driver License System in first quarter 2013. Advantages of the new system include a "photo first" process to ensure that applicants are identified early and tracked through all issuance steps, increased fraud protection and added security features including a tamper resistant laser-engraved 3D customer photo, laser engraved customer data, and machine-readable technology. Numerous card security features including laser engraving and variable background colors and patterns make the card virtually impossible to counterfeit.

A 20-day secure temporary driving certificate is issued for vehicle operation until the license arrives in the mail. The temporary certificate will be printed on

secure paper and will include a photo. In addition to this state-of-the-art solution, DMV will pilot five customer service kiosks throughout North Carolina.

DMV's customer service goals are to shorten the time that a customer has to spend at DMV as well as shorten the time between the customer's arrival at the DMV and the examiner's initial contact with the customer. To improve the customer's experience, DMV has reinstated the practice of greeting customers as they come into a DMV office. DMV has received positive feedback from customers.

Current Environment

The Division's mission is to provide quality customer service, promote highway safety and provide sound and accurate information to citizens and residents of North Carolina, DMV partners and associates as well as other DMV jurisdictions. This supports DOT's mission to connect people and places in North Carolina safely and efficiently, with accountability and environmental sensitivity. The Division's goals and objectives are to make our network safer, safeguard our product, make our business process more efficient, improve our infrastructure through revenue collection, and improve cohesion within our organization to make it a great place to work.

The Division of Motor Vehicles is the custodian of personal identifiable customer data. It is the responsibility of the Division to protect customer data by having safeguards in place that prevent, deter and detect attempts to compromise or breach the integrity thereof. DMV's business model is customer centric and revenue centric, however; the design of its current mainframe systems and aged process workflow presents a challenge with each attempt to make system and application changes. The current system design is a mainframe legacy product. DOT is in the process of replacing it with 21st century technology. The Division's objective is to direct its focus on improving its business model by seeking and inviting innovative ideas that will ensure way-forward technology within the confines of its infrastructure.

North Carolina and federal law regulate almost all aspects of the driver license program, including the application process, the requirements for residency, the cost of driver licenses and identification cards, the terms of validity, the penalty process and system security. One service provided not required by statute is offering driver license knowledge examinations in eight languages other than English.

The Driver License Program determines eligibility for the issuance of a driver license, learner permit and an identification card. The determination of eligibility is based on meeting certain criteria such as providing proof of age, proof of identity, proof of North Carolina residency and proof of lawful presence in the U.S. After the primary criteria are met, when applicable, a knowledge test and a skills test may be administered according to the type of request.

The program's largest customer service concern is the amount of time that a customer waits before speaking with the DMV staff as well as the amount of time that it takes to initiate the request for a service. DMV's customer service goals are to shorten the time that a customer has to spend at DMV – particularly the time between the customer's arrival at the DMV and the examiner's initial contact with the customer – and to emphasize professionalism and courtesy in driver license examiners. In past years, each DMV office had a "front desk" or a "reception desk" that was staffed largely to check customer documentation, answer DL/ID related questions, and to make sure the customer was eligible for service and that the customer was prepared to receive that service. This effort prevented a customer from making unnecessary trips to a DMV office and spending unnecessary time in the office. To improve the customer's experience with DMV, program management has reinstated the practice of greeting customers as they come into a driver license office. During the initial interaction with customers, examiners inspect documents and make basic inquiries regarding type of service and eligibility requirements. DMV has received positive feedback from customers visiting the offices.

DMV operates on a recurring budget allocation. The driver license field operational staff consists of 2 Regional Chief Examiner positions, 14 District Supervisor positions, 80 Senior Examiner positions, 422 driver license examiner positions and 13 processing assistant positions. This represents a collective total of 531 field positions. The Division has at least one driver license office in each county or a driver license office that is in close proximity to a neighboring county or town. There are 111 brick and mortar offices of which 63 are state-owned, 29 are leased properties and 19 are donated properties. Five DMV mobile units service 22 other areas.

Program Performance

To evaluate the performance of the Driver License Program service time and wait time, DMV installed a queuing system in driver license offices in 2007. As of August 2010, 59 of 117 offices have queuing. Statistics gathered for this analysis are based on 1st quarter FY11-12 for 55 offices. The four offices not included in this analysis had system failure at the time this data was gathered. See Table (01).

Table (01) -1st QTR FY 11-12 Average Wait Time & Service Time by Service Type

Service Type	**Average Wait Time (hrs./mins./secs.)**	**Average Service Time (hrs./mins./secs.)**
Quick Transactions	0:29:23	0:10:08
Original Transactions	0:34:26	0:12:29
Road Tests	0:35:32	0:22:30
Appointments	0:05:24	0:13:53

The Driver License Program's customer service objective is to significantly decrease the wait time and service time in driver license field offices. In analyzing this data, DMV determined that the wait time and service time within the 55 offices did not meet its customer service goals. DMV's goal is to reduce the overall wait time to 30 minutes. (Once the Next Generation Secure Driver License System is fully implemented, we hope to reduce wait and service times further.) A reduction in wait time can be accomplished by interacting with the customer upon arrival. To decrease the service time for certain transactions such as "quick transactions", DMV must consider staffing optimization, or putting resources where they are most efficiently used. Offices with low volume would have a reduced staff while high volume offices would benefit from increased staffing. Resources are more likely to be optimized at full-time offices rather than part-time offices. The cost to staff a part-time office includes travel and may include over-time pay. When resources are taken from full-time offices to staff part-time offices, service time and wait time in full-time offices are increased. See Table (11) Appendix B for part-time offices serviced by mobile units and the corresponding volume. The overall cost of having a part-time office sometimes exceeds the benefit.

Link Between Funding/Resources & Statewide/Societal Impact

The Driver License Program operates under a recurring budget that is allocated each fiscal year. DMV's need to overhaul its DL/ID issuance process and workflow reached a critical point. The process and workflow was found to be vulnerable and susceptible to breaches. In 2006 the DMV mainframe State Automated Driver License System was deemed a legacy system. Due to budget shortfalls, the Division was unable to secure a budget expansion to perform a total rewrite of its business process.

In an attempt to improve the security in the DL/ID issuance process, in July 2008, the Driver License Program changed its output from over-the-counter to a central issuance process where DL/IDs are all produced in a central location and mailed to the customer. This change was in accordance with G.S. 20-7(f)(5). The Central Issuance process allows DMV time to ensure that the customer's information is verified prior to mailing the driver license or identification card. By verifying customer information prior to mailing the DL/ID, DMV further strengthens and safeguards its business process as well as adds integrity to sensitive data that is stored in the DMV database.

To further aid in the financial needs required to improve upon the customer experience, improve data security and data integrity as well as improve the driver license and identification card issuance process, the Division of Motor Vehicles applied to the U.S. Department of Homeland Security REAL ID Driver License Security Grant Program. The Department of Homeland Security awarded the Division the following grants in the corresponding amounts: **2008** = $1,799,000, **2009** = $1,169,839, **2010** = $1,098,276 and will receive for **2011** = $1,107,680. Without these grant funds, DMV would not have been able

to make significant improvements to further secure the DL/ID issuance process. However, DHS has informed the Division that the Real ID grant program will not continue beyond the 2011 grant cycle, so this source of funding will no longer be available.

The 2008 DHS REAL ID grant allocation of $1,799,000*:* In 2002, G.S.20-7(f) required DMV to include verification of lawful status in its DL/ID issuance process. The Systematic Alien Verification for Entitlement (SAVE) is a web-based application utilized to determine an applicant's immigration status before mailing the DL/ID. The use of the web-based application is manual and may take up to 10 days to complete a single verification. To automate this process, the Department of Homeland Security provided DMV a REAL ID Driver License Security Grant fund. This fund was used to improve the driver license and identification issuance process. This grant fund made it possible for DMV to automate the immigration verification of lawful status, to replace failing printers in all driver license field offices and to implement an automated address verification solution. This enhancement to the Driver License Program ensured that DMV issued licenses and identification cards to applicants that are legally residing in the United States and that the DL/ID expired according to their legitimate term of stay in this country.

The failing printers in each driver license office were replaced with multi-functional printers. These printers replaced outdated fax machines, old printers and old scanners. The new multi-functional printer is used to securely transmit immigration documents, State Board of Election voter registration applications as well as other sensitive documents that may be part of the DL/ID issuance workflow.

The 2009 DHS REAL ID grant allocation of $1,169,839 will be used to purchase hardware for the Next Generation Secure Driver License System. This solution will be implemented first quarter 2013. Once implemented, this solution will be the first end-to-end secure driver license solution in DMV's history. The hardware for each workstation that is required for the successful implementation of the Next Generation Secure Driver License System (NGSDLS) includes a 3-D camera which will be used to capture the photo that will be displayed on the DL/ID, a digital camera which will be used to authenticate the customer's identity throughout the workflow, a customer facing monitor to allow the customer to take an interactive role in their DL/ID application process, a credit card terminal for credit card transactions, a signature pad to capture the customer's signature throughout the process, a barcode reader to automate data input from DL/IDs and other documents, a flatbed scanner to capture customer documents, an industrial strength printer and an examiner facing monitor and PC that controls all aspects of the DL/ID issuance process. This secure DL/ID process and workflow is designed to prevent, detect and deter fraud. The output will be a DL/ID card that is virtually tamper proof.

The 2010 DHS REAL ID grant allocation of $1,098,276 was utilized to meet financial obligations for existing invoices owed to the current DL/ID card vendor. This one-time payment enabled the Division to extend the contract with the current vendor and continue producing and printing driver licenses and identification cards until DMV's Next Generation Secure Driver License System is implemented.

The 2011 DHS REAL ID grant allocation of $1,107,680 will be used to further expand DMV's electronic verification systems. Because DMV accepts passports as a form of identification, the next verification system implemented will be the ability to electronically verify U.S. passports. This effort will be implemented with the Next Generation Secure Driver License System. The electronic verification of U. S. passports represents an additional layer of security that is added to the DL/ID issuance process.

To add multiple layers of data integrity and process security and to further enhance the identity verification process, the Driver License Program included Social Security Online Verification, 1:1 facial recognition customer photo matching (FR), System Alien Verification of Entitlements, and Fraudulent Document Recognition (FDR). As part of the back office process, a final identity verification step involving all customer photos is completed prior to mailing the DL/ID. DMV's ultimate goal for security and data integrity is to ensure "one customer, one identity, one record".

Program Justification, Consequences of Discontinued Funding

Driver license examiners complete an average of 10,000 driver license and identification card transactions daily during peak periods and averages 8,500 outside peak periods. The Driver License Program is an essential program which provides services to the residents of North Carolina. Without this program residents would not be able to legally operate a vehicle and non-drivers would not be able to obtain identification cards. In addition, most residents depend on a driver license or a state issued ID card as their only source of identification that is widely accepted. If the driver license program was not available to afford these essential services, it would create a hardship for residents of North Carolina who rely on these state issued credentials. A reduction in funding would reduce the number of staff available to serve customers, resulting in potential closure of some offices and longer wait and service times for customers. The driver license program contributes revenue to the highway fund each year. Without this program, the highway fund would lose considerable revenue. During FY 10/11 the driver license program contributed $58,109,601.52 to the highway fund.

Recommendations to Improve Efficiency and Effectiveness

DMV installed a queuing system in 58 of its offices in 2007. The queuing system is now inadequate and outdated. As part of the Next Generation system, DMV will install in all of its offices an updated monitoring and customer tracking system. This system will record and monitor the customer's arrival time by requiring the customer to check in upon arrival via a touch screen console. The customer will receive a barcoded receipt that contains a timestamp and a customer count number. The customer will then present this receipt to an examiner. The examiner will scan the barcoded receipt which will record the customer's initial contact time with the examiner. The examiner will then create a customer tracking record that will record and monitor the customer's movements through each phase of the DL/ID issuance process. This next generation customer tracking system will provide metrics that will be used to set and monitor customer service goals.

As an added value, DMV will pilot 5 customer service kiosks throughout North Carolina. The kiosks will be placed strategically to promote usage. The kiosks may be used to house a number of customer service initiatives such as appointment scheduling, the ability for a customer to check wait times at driver license offices across the state, functionality that will allow a customer to check a driver status, and question and answer modules.

An original driver license cost the customer the same amount as a driver license renewal— $4 per year. The cost of an ID card is $10 for both an original and a renewal. An original transaction take significantly longer to process, and a fee increase in these services could offset the longer service times.

DMV offers online services for duplicate driver licenses and ID cards and for the purchase of motor vehicle records. DMV does not charge a convenience fee for these services. The cost for duplicate DL/ID credit card transactions for FY 2010-2011 was $70,132.18. The transaction cost for motor vehicles records was $42,533.85. To reduce or offset these costs, a minimal convenience fee could be included in the price of each purchase. Pending legislation; the cost could increase by 1.00 for driver licenses, ID cards and motor vehicle records that are purchased online. The current fee schedule is listed in Table (02). The number of DL/IDs purchased online and driving records sold for the last five years are Tables (7) and (8) in Appendix B.

Table (02)

Online Service	Current Fee Schedule
Duplicate driver license/learner permit	$10
Duplicate ID card	$10
Certified Motor Vehicle Driving Record	$11
Non-Certified Motor Vehicle Driving Record	$8

According to NC G.S. 20-88.1(d), DMV must furnish "free copies" of driver handbooks to the Department of Public Instruction. Additionally, upon request, DMV furnishes handbooks and other driver license related materials to applicants as well as other external agencies. Often, driver license materials and handbooks are found discarded by customers after a single use. DMV's most recent cost for handbooks was $137,109.00 for 600,000 copies. This volume may last approximately 15 months. To offset or reduce the cost of printing driver license related materials, DMV could upgrade its website to include streaming audio and video versions of all driver license related materials such as handbooks and handouts. To remain compliant with NC law, the Department of Public Instruction would receive "free copies" of handbooks via electronic media instead of receiving tens of thousands of printed copies of handbooks. Customers could receive printed copies for a nominal fee.

The mailing of driver license renewal notices is a courtesy service and could be reduced significantly, resulting in a considerable cost savings. The renewal notification could be sent to the customer via electronic media such as an email message or a text message. The customer may sign up for this service at the time of a driver license renewal or via the DMV website or Contact Us. Customers unable to receive an electronic notification may continue to receive renewal notices via regular mail. DMV could advertise this customer service initiative via the Motor Vehicle Network (MVN) that is located in each driver license office as well as via the DOT Contact Us customer service web link. Table (09) in Appendix B reflects the volume of driver license renewal notices mailed at a cost of .222 per renewal notice for the last five fiscal years.

DMV office hours are the same as most business hours, Monday through Friday 8 a.m. to 5 p.m. In order to receive DMV services, many customers must leave their jobs during the workday. To provide services that extend outside standard business hours, DMV could change driver license field office business hours to 4-day work weeks with 10hr days. This change would improve customer service as well as enable DMV to better meet peak demands. Occasional Saturday hours would offer more options to customers. However, operating offices on weekends would be an increased cost to DMV.

DMV currently offers replacement licenses and ID cards on line. To improve the efficiency of online services, DMV could extend the online services to include ID card renewals. The renewal of identification cards on line is a service that requires moderate change to DMV policy. FY10-11, 47,330 customers went to a DMV office to renew their identification cards. Providing this service online would reduce the number of customers in a DMV office as well creates a cost savings for the customer by eliminating travel and time spent at a DMV office. Customers should be required to complete every other renewal at a DMV office to ensure updated photos periodically.

There are 112 driver license offices and 4 mobile units that service the State of North Carolina's need for driver licensing. In addition, three driver license issuing entities located at DMV Headquarters issue DL/IDs resulting from Internet requests, residents temporarily residing outside the state and active duty military personnel stationed outside of North Carolina. Table (10) in Appendix B reflects the total issuance volume for driver license offices for FY 10-11. Table (11) in Appendix B reflects the total issuance volume for locations serviced by the DMV mobile units for FY 10-11.

The issuance volume for each driver license office should be generally representative of the motoring public that resides in or near the area the office services. Some driver license office issuance volumes indicate the necessity for their presence while others are an indication that the examiner's workday is not optimized. To improve optimization of a driver license office, DMV would staff the office according to the issuance volume. In offices that have less or critically low volume, DMV would adjust the staffing and office hours accordingly. Office optimization can result in improved customer service and can create significant cost savings.

DMV is continually attempting to balance the need to serve residents of the state with the need to operate efficiently, particularly during times of budget shortfalls. Throughout the years, DMV has made several attempts to close part-time driver license offices due to security, structural considerations and critically low volume. For example, DMV did close the Tabor City and Walnut Cove offices, but was required by legislation to reopen those offices. In addition, local officials remain very interested in maintaining driver license offices in their communities.

External Factors

The use of biometrics to confirm a person's identity is already vastly utilized by the federal government, the private sector and the commercial industry. Because breeder documents such as birth certificates, social security cards, military documents, passports, and immigration documents are susceptible to counterfeit, within the near future, breeder documents will be a requirement of the past and nearly non-existent. The credentialing industry is constantly seeking more efficient and effective means of verifying, storing and protecting a person's identity. NCDMV needs to prepare for this coming change in practice.

Appendix A: Additional Driver License Program Information

Back Office Process

The driver license program back office staff consist of 1 manager, 5 supervisors and 37 office personnel for a collective total of 43 positions. To review the average cost in salary and benefits for the driver license program back office personnel, see Table (13) in Appendix B.

The driver license back office verification process is completed before the DL/ID card is mailed to the customer. The back office verification process consists of facial recognition verification, National Sex Offender Registration search, residential and mailing address verification, immigration document verification and out-of-state driver license & identification card verification.

Facial Recognition process: This process detects duplicate identities by matching the customer's image file against the DMV image database. The image database currently houses 34 million customer images.

National Sex Offender Registration research (G.S.20-7(i)(1-4)): During the customer's office visit, the examiner searches the NSOPR during the DL/ID application process. If the search is successful and the customer is found to be compliant with the law, the DL/ID application continues. If the examiner is unable to search all states, the back office staff completes the search prior to mailing the DL/ID card. If the customer is found and is not compliant, the DL/ID application process is halted until compliance is met.

Residential and mailing address verification process: During the customer's office visit, the customer's address information is verified by a mainframe tool during the DL/ID application process. Although the verification is completed by the driver license examiner, 2% of DL/IDs mailed are returned to DMV by the USPS. The current process for verifying the address that appears on the returned mailed is manual. The Next Generation system will include an updated address verification system to improve accuracy.

Immigration Document verification: Immigration documents reviewed daily are imaged and transferred to the back office staff for verification. If the documents fail verification, the DL/ID card is not mailed.

Out-of-state DL/ID card verification: Each DL/ID that is transferred into North Carolina is checked for authenticity by back office staff. The process uses the AAMVAnet platform to request verification results from a prospective state.

Daily DL/IDs Transferred to NC:

DMV transfers an average of 800 driver licenses from other states into North Carolina each day. To complete a transfer into this State, the applicant must provide proof of age and identity as well as proof of North Carolina residency. When applicable the applicant must provide proof of lawful status in the United

States and successfully complete a knowledge examination, a vision examination, road signs recognition, and successfully complete a skills test.

Table (3)

	Volume of DLs Transferred to NC from other States
FY 06/07	2,567,767
FY 07/08	2,583,114
FY 08/09	2,567,563
FY 09/10	2,566,926
FY 10/11	2,588,880

No-Fee Identification Cards:

According to G.S. 20-37.7(d), DMV issues identification cards at no cost to residents of North Carolina that are legally blind, are at least 70 years of age, are homeless or who have been issued a driver license but the driver license is cancelled under G.S. 20-15 in accordance with G.S. 20-9(e) and (g) as a result of physical or mental disability or disease.

Table (4)

	Volume of NO FEE Identification Cards Issued
FY 06/07	16,699
FY 07/08	19,594
FY 08/09	19,699
FY 09/10	24,780
FY 10/11	28,493

Medical Review

The Medical Review Unit has the responsibility of reviewing and evaluating the mental and physical competence of licensed drivers. This unit sets standards for driver license field examiners to conduct medical re-examinations on customers that have extenuating medical conditions that may affect their ability to safely operate a motor vehicle. Most customers are on the medical re-examination program because they were either reported by their medical physician, the law enforcement community or because the customer was reported by other motorists as having a driving behavior that endangered other drivers or the reports may originate from family members. There are many medical conditions that could affect one's ability to safely operate a motor vehicle. The list below reflects some of those conditions:

- Seizures
- Cardiovascular Disorder
- Diabetes
- Impairment of limbs, back or neck (CP, stroke, injury, etc.)
- Cognitive impairments (stroke, head injury, dementia, etc.)
- Vision
- Psychiatric disorders
- Neurologic disorders (Parkinson, dementia, alcoholic dementia, various other neuro-degenerative disorders)
- Substance disorders

Table (5) – Medical Reexaminations

Fiscal Year	Medical Reexaminations Conducted By Driver License Examiners
06/07	4,785
07/08	4,094
08/09	3,735
09/10	3,860
10/11	3,910

Table (6) – Medical Cancellations

Fiscal Year	Medical Cancellations Placed on Drivers
06/07	933
07/08	842
08/09	476
09/10	850
10/11	399

School Bus and Traffic Safety

The School Bus & Traffic Safety/Commercial Driver License & Training Evaluation Unit is responsible for training new hires to take on the position of driver license examiners, training district school bus driver education supervisors that hire personnel to operate school buses. This section also conducts Driver Improvement Clinics, provides training and certification for commercial driver training instructors, and inspects, evaluates and monitors commercial driver training schools.

Appendix B: Tables

Table (7)

Calendar Year	Motor Vehicles Driving Records
2007	145,362
2008	96,299
2009	83,730
2010	78,159
2011	65,923

Table (8)

Fiscal Year	DL/ID Internet Transactions
06/07	131,752
07/08	156,341
08/09	144,086
09/10	168,419
10/11	186,697

Table (9)

Fiscal Year	Volume of Driver License Renewal Notices Mailed	Cost
06/07	980,954	$217,771.79
07/08	1,003,361	$222,746.14
08/09	945,923	$209,994.91
09/10	1,014,024	$225,113.32
10/11	1,031,458	$228,983.68

Table (10)-Staffing and Issuance Volume for FY 2010-2011

Office	Staff Level	Iss. Volume	Office Hrs.	Office	Staff Level	Iss. Vol.	Office Hrs.
1. Aberdeen	5	19,444	M-F	59. Lumberton	6	23,467	M-F
2. Ahoskie	2	11,178	M-F	60. Lumberton-CDL	2	580	M-F
3. Albemarle	3	22,519	M-F	61. Manteo	2	10,477	M-F
4. Asheboro	6	22,078	M-F	62. Marion	3	11,379	M-F
5. Asheville (W)	*11+1	48,209	M-F	63. Marshall	1	8,397	M-F
6. Boone	3	11,749	M-F	64. Mocksville	2	12,083	M-F
7. Brevard	2	10,441	M-F	65. Monroe	*12+1	51,647	M-F
8. Bryson City	1	5,137	M-F	66. Mooresville	5	27,159	M-F
9. Burgaw	**1	3,388	Wed-Thrs	67. Morehead City	4	19,255	M-F
10. Burnsville	1	5,806	M-F	68. Morganton	*5+1	18,268	M-F
11. Carrboro	5	24,054	M-F	69. Mount Airy	3	15,138	M-F
12. Cary	7	43,028	M-F	70. Mount Holly	5	23,029	M-F
13. Charlotte (E)	13	38,762	M-F	71. Mount Olive	2	6,165	M-F
14. Charlotte (N)	12	42,832	M-F	72. Murphy	2	8,421	M-F
15. Charlotte (S)	10	41,992	M-F	73. New Bern	6	21,569	M-F
16. Charlotte (W)	10	43,708	M-F	74. Newland	**1	3,352	Fri
17. Clayton	4	19,921	M-F	75. Newton	4	16,986	M-F
18. Clinton	3	13,224	M-F	76. Oxford	3	11,542	M-F
19. Clyde	3	15,408	M-F	77. Pembroke	*1	1,604	Tues
20. Concord	7	34,571	M-F	78. Polkton	2	14,274	M-F
21. Durham (E)	7	28,903	M-F	79. Raeford	2	14,394	M-F
22. Durham (S)	8	36,421	M-F	80. Raleigh (N)	11	57,758	M-F
23. Edenton	2	5,428	M-F	81. Raleigh (W)	11+1	49,127	M-F
24. Elizabeth City	4	21,191	M-F	82. Roanoke Rapids	3	14,681	M-F
25. Elizabethtown	2	7,435	M-F	84. Roxboro	3	10,392	M-F
26. Elkin	3	9,255	M-F	85. Salisbury	*7+1	28,612	M-F
27. Erwin	3	14,743	M-F	86. Sanford	3	18,760	M-F
28. Fayetteville (S)	*13+1	37,899	M-F	87. Shallotte	4	18,073	M-F
29. Fayetteville (W)	7	37,264	M-F	88. Shelby	4	21,390	M-F
30. Forest City	4	18,609	M-F	89. Siler City	3	11,558	M-F
31. Franklin	2	8,232	M-F	90. Smithfield	5	16,082	M-F
32. Fuquay-Varina	4	21,352	M-F	91. Sparta	1	1,485	Wed-Thrs
33. Garner	4	24,208	M-F	92. Special Iss/Military	**4	1,687	M-F
34. Gastonia	7	30,424	M-F	93. Spruce Pine	1	2,341	Mon
35. Goldsboro	7	24,601	M-F	94. Statesville	4	17,883	M-F
36. Graham	7	32,508	M-F	95. Sylva	2	17,883	M-F
37. Greensboro (E)	7	32,081	M-F	96. Tarboro	2	10,557	M-F
38. Greensboro (W)	*12+1	56,319	M-F	97. Taylorsville	2	12,231	M-F
39. Greenville	11	39,091	M-F	98. Temporary DL Unit	**4	728	M-F
40. Hamlet	3	11,913	M-F	99. Thomasville	4	19,345	M-F
41. Havelock	2	5,968	M-F	100.Troy	2	6,479	M-F
42. Henderson	3	12,677	M-F	101.Wallace	2	7,590	M-F
43. Hendersonville	*6+1	24,872	M-F	102.Walnut Cove	1	N FY	Tues
44. Hickory	6	29,155	M-F	103.Washington	4	14,595	M-F
45. High Point	6	30,790	M-F	104.Wendell	4	18,843	M-F
46. Hillsborough	4	18,688	M-F	105.Wentworth	6	24,445	M-F
47. Hudson	5	19,263	M-F	106.Whiteville	3	13,794	M-F
48. Internet Unit	**4	187,069	M-F	107.Wilkesboro	5	13,770	M-F
49. Jacksonville	*9+1	32,541	M-F	108.Williamston	2	9,965	M-F
50. Jefferson	2	5,812	M-F	109.Wilmington (N)	6	29,463	M-F
51. Kenansville	1	7,706	M-F	110.Wilmington (S)	7	31,694	M-F
52. Kernersville	4	23,987	M-F	111.Wilson	5	23,568	M-F
53. Kinston	5	18,231	M-F	112.Winston-Salem (N)	6	25,115	M-F
54. Laurinburg	2	10,664	M-F	113.Winston-Salem (S)	*10+1	40,174	M-F
55. Lexington	5	22,531	M-F	114.Yadkinville	3	12,905	M-F
56. Lillington	2	8,766	M-F	115.Yanceyville	1	401	1st Wed
57. Lincolnton	4	21,293	M-F				
58. Louisburg	4	16,608	M-F				

*=office has administrative assistant **=staff rotates from other office

Table (11) - Mobile Unit Locations
Staffing and Issuance Volume for FY 2010-2011

Office	Staff Level	Iss. Volume	Office Hrs.	Office	Staff Level	Iss. Volume	Office Hrs.
1.Bayboro	**2	346	3rd Thrs	14.Plymouth	**2	237	3rd Tues
2.Columbia	**2	223	3rd Wed	15.Raleigh D'town	**2	467	2nd Tues & Wed
3.Columbus	**2	132	2nd, 3rd, 4th Thrs	16.Red springs	**2	182	3rd Wed
4.Conway	**2	132	2nd Mon	17.Robbins	**2	275	4th Tues
5.Creedmoor	**2	392	2nd Thrs	18.Robbinsville	**2	747	2nd, 3rd, 4th Tues
6.Currituck	**2	369	2nd Thrs	19.Scotland Neck	**2	113	2nd Mon
7.Denton	**2	328	4th Wed	20.Snow Hill	**2	167	4th Tues
8.Fairmont	**2	328	3rd Tues	21.SouthPort	**2	1,556	2nd M-Thrs
9.Gatesville	**2	227	2nd Wed	22.St. Pauls	**2	224	3rd Thrs
10.Hatteras	**2	351	4th Thrs	23.Swan Quarter	**2	153	3rd Thrs
11.Hayesville	**2	615	3rd & 4th Wed	24.Trenton	**2	212	4th Wed & Thrs
12. Jackson	**2	N FY	2nd Mon	25.Warrenton	**2	122	2nd Mon
13.Ocracoke	**2	58	4th Fri @ 3 mths	26.Windsor	**2	70	2nd Tues

**=staff rotates from other office

Table (12) – Driver License Field Personnel Average Salaries and Benefits

PERSONNEL-RECURRING

Position	Regional Chief Examiner	District Supervisor	Senior Examiner	Driver License Examiner	Processing Assistant
Salary @ minimum	54,228	38,174	34,065	31,662	24,092
Number of Positions	2	14	80	422	13
Total Salary	54,228	38,174	34,065	31,662	24,092
Fringe Benefits					
Hospitalization @ 4,929	4,929	4,929	4,929	4,929	4,929
Social Security @ .0765	4,148	2,920	2,606	2,422	1,843
Retirement @ .1051	5,699	4,012	3,580	3,328	2,532
Payroll Additives @ .023130	1,254	883	788	732	557
FRINGE Total	16,030	12,744	11,903	11,411	9,861
Annual Salary and Benefits	70,258	50,918	45,968	43,073	33,953

NON-PERSONNEL

Recurring					
300 sq. ft. per examiner at $16 sq. ft.	4,800	4,800	4,800	4,800	-
Utilities - $2 sq. ft. per examiner	600	600	600	600	-
Janitorial $2.55 sq. ft. per examiner	765	765	765	765	765
Total	6,165	6,165	6,165	6,165	765
Non-Recurring					
Phone $100 per examiner	100	100	100	100	-
Vision Tester - $700 per examiner	-	-	-	700	-
Uniforms - $800 per examiner	-	800	800	800	-
Workstation - $2,700 per examiner	2,700	2,700	2,700	2,700	-
Chair - $400 per examiner	400	400	400	400	400
PC - $800 per examiner	800	800	800	800	-
Total	4,000	4,800	4,800	5,500	400
Total for Non - Personnel	10,165	9,600	9,600	11,665	1,165

Annual Salary and Benefits	70,258	50,918	45,968	43,073	33,953
Total for Non - Personnel	10,165	9,600	9,600	11,665	1,165

SALARY, BENEFITS AND ESSENTIALS	$80,423	$60,518	$55,568	$54,738	$35,118

Table (13)-Back Office Average Salaries and Benefits

PERSONNEL-RECURRING

Position	DL Tech Cert Manager	DL Record Analysis Supervisor	VLS and QA Supervisor	DL Help Desk Supervisor	DL Record Analysis Staff	DL Help Desk/QA/ VLS Staff
Salary @ minimum	53,455	48,270	45,481	36,778	39,163	36,500
Number of Positions	1	2	2	1	14	23
Total Salary	53,455	48,270	45,481	36,778	39,163	36,500
Fringe Benefits						
Hospitalization @ 4,929	4,929	4,929	4,929	4,929	4,929	4,929
Social Security @ .0765	4,089	3,693	3,479	2,814	2,996	2,792
Retirement @ .1051	5,618	5,073	4,780	3,865	4,116	3,836
Payroll Additives @ .023130	1236	1116	1052	851	906	844
FRINGE Total	15,872	14,811	14,240	12,459	12,947	12,401
Annual Salary and Benefits	69,327	63,081	59,721	49,237	52,110	48,902

NON-PERSONNEL

Recurring						
100 sq. ft. at $16 sq. ft.	1,600	1,600	1,280	1,280	1,024	1,024
Utilities - $2 sq. ft.	200	200	160	160	128	128
Janitorial $2.55 sq. ft.	255	255	204	204	163	163
Total	2,055	2,055	1,644	1,644	1,315	1,315
Non-Recurring						
Phone $100 per employee	100	100	100	100	100	100
Workstation - $2,700	2,700	2,700	2,700	2,700	2,700	2,700
Chair - $400	400	400	400	400	400	400
PC - $800	800	800	800	800	800	800
Total	4,000	4,000	4,000	4,000	4,000	4,000
Total for Non - Personnel	6,055	6,055	5,644	5,644	5,315	5,315

Annual Salary and Benefits	69,327	63,081	59,721	63,081	39,163	48,902
Total for Non - Personnel	6,055	6,055	5,644	5,644	5,315	5,315

SALARY, BENEFITS AND ESSENTIALS	$75,382	$69,136	$65,365	$68,725	$44,478	$54,217

Table (14) – Fiscal Year Test Administered

Fiscal Year	Regular Knowledge Tests Administered	Regular Skills Tests Administered	Commercial Driver License Skills Tests Administered
06-07	713,167	202,384	997,224
07-08	730,730	201,221	1,012,577
08-09	664,900	190,991	933,452
09-10	613,685	192,183	872,104
10-11	641,358	204,199	914,375

Table (15) – Fiscal Year Test Failure

Fiscal Year	Regular Knowledge Tests Failed	Regular Skills Tests Failed	Commercial Driver License Skills Tests Failed
06-07	277,233	38,669	317,853
07-08	279,089	36,305	317,480
08-09	257,228	33,252	292.573
09-10	239,665	32,269	273,849
10-11	251,474	33,922	287,898

Table (16) - Types issued by FY for 5 years *(excluding NO Fee ID Cards):*

Type	06-07	07-08	08-09	09-10	10-11
ID Cards	291,273	314,072	310,925	266,477	265,355
Graduated	213,395	211,518	208,049	206,294	210,038
Permits	76,232	82,205	79,081	74,352	47,254
CDL Permits	16,624	15,675	13,705	11,970	12,514
Duplicates	691,544	692,654	645,999	581,005	558,562
Renewals	895,085	910,250	844,641	909,318	922,627
Originals	315,235	327,414	286,512	260,595	265,056
Dup. CDL	49,309	47,441	43,687	38,036	37,416
Renew CDL	42,871	43,447	44,058	47,833	51,608
Orig. CDL	21,829	20,887	18,126	15,035	15,307

Table (17) – Current Licensing Costs and Fees

Type of Issuance	Regular	Commercial
Application Fee	N/A	$30
Class A	$4/per year	$15/per year
Class B	$4/per year	$15/per year
Class C	$4/per year	$15/per year
Motorcycle Endorsement	$1.75/per year	$1.75/per year
CDL Endorsement	N/A	$3/per year
Duplicate License	$10	$10
Learner Permits	$15	$15
Motorcycle Learner Permit	$15	$15
Duplicate Learner Permit	$10	$10
Identification Card	$10	N/A
Restoration Fee	$50	$50
Service Fee	$50	$50
DWI Restoration Fee	$100	$100
Driving Clinic	$50	$50

Table (18) - Revenue Generated By the Driver License Program

Driver License Office's Collections FY 08/09 thru FY 10/11	
Fiscal Year	**Collection Amount**
FY 08/09	$60,390,586.50
FY 09/10	57,650,219.93
FY 10/11	58,109,601.52
Total Collections For Driver License Offices	$176,150,407.95

Table (19)

Collections Transferred from the Highway Fund to Other Agencies (Collected by DL Offices but Not Included in DL Collections)					
Fiscal Year	**Special ID Amount**	**Organ Donor Amount**	**General Fund Amount**	**Forensic Testing Amount**	**Total Amount**
FY 08/09	$108,311.15	$402,223.85	$719,287.50		$1,229,822.50
FY 09/10	86,734.15	440,647.85	565,583.32		1,092,965.32
FY 10/11	88,561.95	459,560.70	608,466.68	461,125.00	1,617,714.33
Total Collections For Driver License Offices	$283,607.25	$1,302,432.40	$1,893,33.750	$461,125.00	$3,940,502.15

Table (20) - Active Driver by County as of 12/31/2011

County	Total Active Drivers
1. ALAMANCE	110,423
2. ALEXANDER	27,513
3. ALLEGHANY	8,475
4. ANSON	16,147
5. ASHE	20,813
6. AVERY	12,712
7. BEAUFORT	36,115
8. BERTIE	14,130
9. BLADEN	24,195
10. BRUNSWICK	87,047
11. BUNCOMBE	188,714
12. BURKE	64,156
13. CABARRUS	133,683
14. CALDWELL	60,970
15. CAMDEN	7,999
16. CARTERET	54,278
17. CASWELL	17,130
18. CATAWBA	122,908
19. CHATHAM	48,442
20. CHEROKEE	21,723
21. CHOWAN	11,066
22. CLAY	8,671
23. CLEVELAND	73,215
24. COLUMBUS	40,241
25. CRAVEN	73,499
26. CUMBERLAND	213,959
27. CURRITUCK	19,468
28. DARE	32,051
29. DAVIDSON	123,337
30. DAVIE	32,558
31. DUPLIN	35,845
32. DURHAM	190,704
33. EDGECOMBE	34,208
34. FORSYTH	248,746
35. FRANKLIN	41,223
36. GASTON	151,930
37. GATES	8,659
38. GRAHAM	6,384
39. GRANVILLE	38,989
40. GREENE	12,417
41. GUILFORD	352,997
42. HALIFAX	37,210
43. HARNETT	74,714
44. HAYWOOD	46,943
45. HENDERSON	84,194
46. HERTFORD	15,177
47. HOKE	29,314
48. HYDE	3,583
49. IREDELL	124,426
50. JACKSON	25,885
51. HNSTON	123,327
52. JONES	7,272
53. LEE	40,849
54. LENOIR	40,330
55. LINCOLN	60,178

County	Total Active Drivers
56. MACON	28,473
57. MADISON	16,747
58. MARTIN	17,570
59. MCDOWELL	33,572
60. MECKLENBURG	678,134
61. MITCHELL	12,330
62. MONTGOMERY	18,639
63. MOORE	68,739
64. NASH	69,329
65. NEWHANOVER	151,276
66. NORTHHAMPTON	13,969
67. ONSLOW	106,270
68. ORANGE	101,267
69. PAMLICO	9,916
70. PASQUOTANK	28,196
71. PENDER	40,024
72. PERQUIMANS	10,256
73. PERSON	29,085
74. PITT	108,507
75. POLK	16,100
76. RANDOLPH	108,203
77. RICHMOND	33,089
78. ROBESON	79,511
79. ROCKINGHAM	69,427
80. ROWAN	102,439
81. RUTHERFORD	49,049
82. SAMPSON	44,149
83. SCOTLAND	24,332
84. STANLY	45,284
85. STOKES	35,500
86. SURRY	55,001
87. SWAIN	12,160
88. TRANSYLVANIA	25,145
89. TYRRELL	2,638
90. UNION	148,212
91. VANCE	29,686
92. WAKE	696,464
93. WARREN	12,852
94. WASHINGTON	8,934
95. WATAUGA	32,035
96. WAYNE	81,159
97. WILKES	51,212
98. WILSON	57,658
99. YADKIN	29,457
100. YANCEY	14,334
TOTAL	**6,948,471**