NORTH CAROLINA
Department of Transportation

North Carolina Division of Motor Vehicles

Torre Jessup, Commissioner

November 9, 2017

North Carolina
Division of Motor Vehicles

Mission

- *Provide Excellent Customer Service*

- *Enforce Motor Vehicle Laws*

- *Maintain the Integrity of Official DMV Records*

Vision

Bring NCDMV Into The 21st Century As A Leader Among Our Peers

Goals

- Improve **Customer Service**
- **Collaborate** with Private Industry/Colleges/Universities
- Adopt processes for ongoing **Advancement in Technology** and **Process Improvement**
- Incorporate standards of **Workforce Planning** and **Improvements**
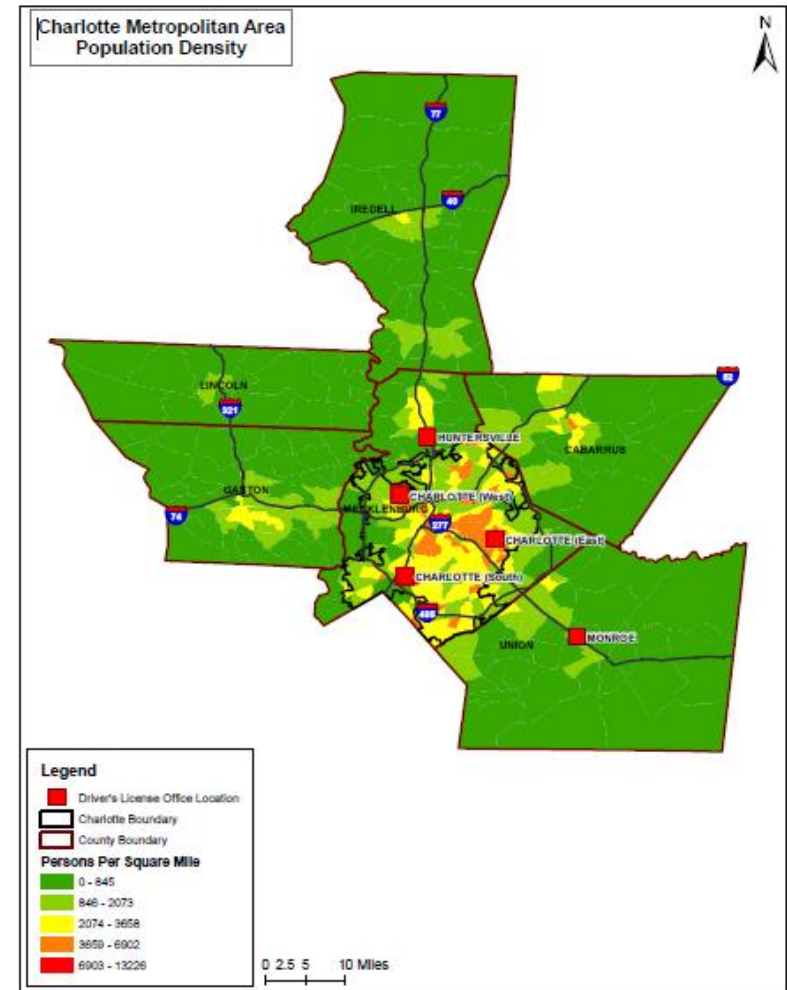- Ensure the **Integrity of Documents** and **Availability of Data Quality**

Values

- Quality
- Safety
- Efficiency
- Excellence
- Governance
- Integrity

Customer Service

Initiative	Purpose	Implementation
Customer Surveys	• Understand the customer's experience through in-office surveys, social media, Contact Us, etc • Evaluate and measure each office and the Division as a whole	The Division will immediately begin the way customer feedback is currently received and evaluated.
Improve Accessibility	• New Charlotte Office • New Greenville Office • Assessment of mobile units to optimize asset utilization	In process
Learning to Lead	• Focus on Field Managers • Focus on Sr. Driver License Examiners	Begin training no later than the end of the 1st Quarter 2018
Driver License Examiner Basic School	• 16 hours of customer service training	Perpetual
Continuous Evaluation & Improvement	• Make customer service delivery improvements based on data and customer feedback	Perpetual

DMV Headquarters State License Plate Office
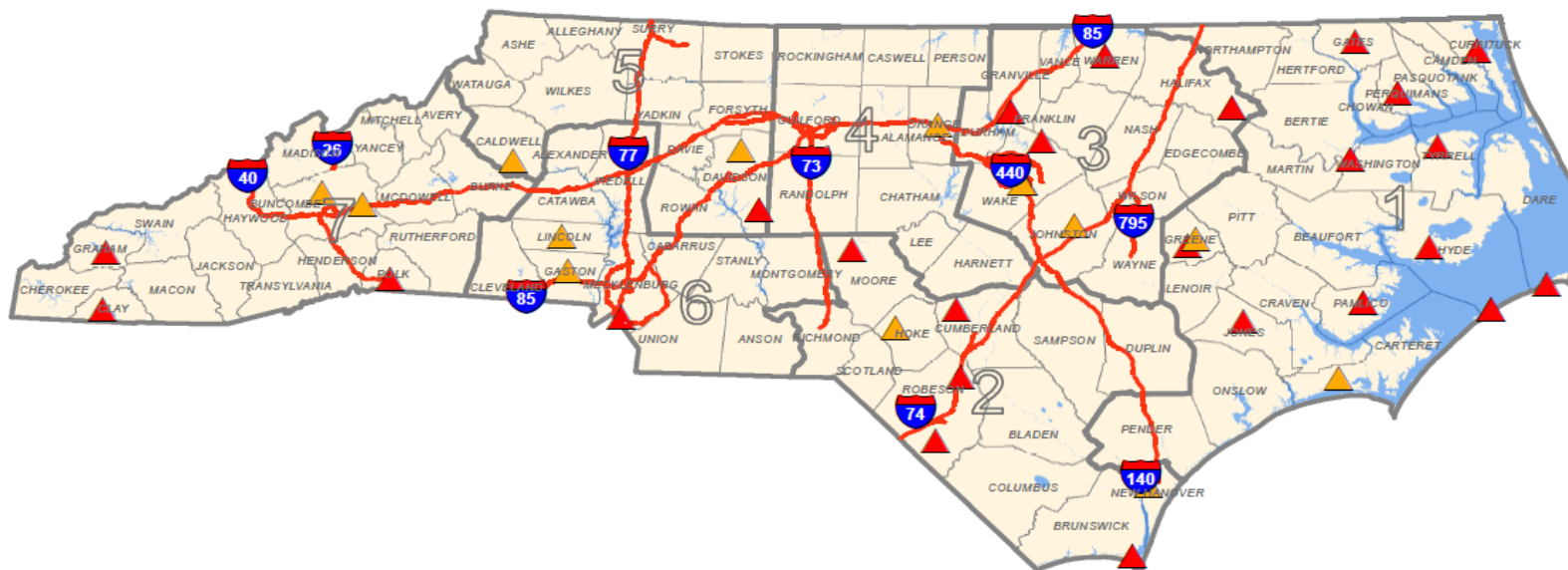
- Operating with DMV Employees since August 2017

- Maintain current operations for next 3 years
  - Positive LPA Feedback
  - Satisfied Customers
  - Reduced lines
  - Parking availability
  - Training and Testing Facility

New Charlotte Driver License Office

- Funding Appropriated for FY18

- Lease Package
  - State Property Office for Action

- Projected Opening in 12-14 months

- Expect to see 1/6 of the Charlotte Customer Population

- Examiner Recruitment in Progress

- Average Charlotte Area Wait Time 29 min. *with 25% transactions exceed 50 minutes*

Charlotte Metropolitan Area Population Density

Legend

Driver's License Office Location
Charlotte Boundary
County Boundary

Persons Per Square Mile
0 - 845
846 - 2073
2074 - 3658
3659 - 6902
6903 - 13226

0 2.5 5   10 Miles

North Carolina Department of Transportation
Mobile Unit Locations

Legend
- ▲ Public Mobile Unit
- ▲ Prison Re-Integration Mobile Unit
- — Interstates
- ☐ Districts Boundary
- ☐ County Boundary

Please Note Locations represented in map above are current as of October 2017.
Document Path: T:\AnalysisProjects\projects\DMV\MobileUnits_110717.mxd

NCCGIA

Collaboration

Initiative	Purpose	Implementation
UNC Chapel Hill – Highway Safety Research Center Enhanced Data Share	• Improve the data sharing with the Highway Safety Research Center to support the Highway Division's efforts to eliminate fatalities	Conversations began October 2017; perpetual
Business Stakeholder Advisory Group	• Convene industry associations impacted by NCGS Chapter 20 • Develop and propose well informed policy	1st Quarter 2018
Law Enforcement Advisory Group	• Collaborate on matters where NC DMV and law enforcement intersect to improve highway safety • Identify ways in which License & Theft can improve support to local, state and federal law enforcement	Began September 2017 with edits to Driver Handbook
HBCU Internship Opportunity Program	• Support the NCDOT HBCU internship initiative	Continue in Summer 2018
Ft. Bragg/Johnston Community College CDL School	• Prepare enlisted service members to transition to the civilian workforce as commercial motor vehicle drivers	Program is in process and will continue

N★C DPS
DEPARTMENT OF PUBLIC SAFETY
PREVENT. PROTECT. PREPARE.

North Carolina Sheriffs' Association
Proudly Serving the Sheriffs and Citizens of North Carolina since 1922

Global Identity Documents – REAL ID

The **REAL ID Act in 2005** established a minimum security standard for state-issued driver licenses and IDs.

- REAL ID Issuance Requirements:
  - Proof of identity and date of birth
  - Proof of Social Security number
  - Proof of North Carolina residency
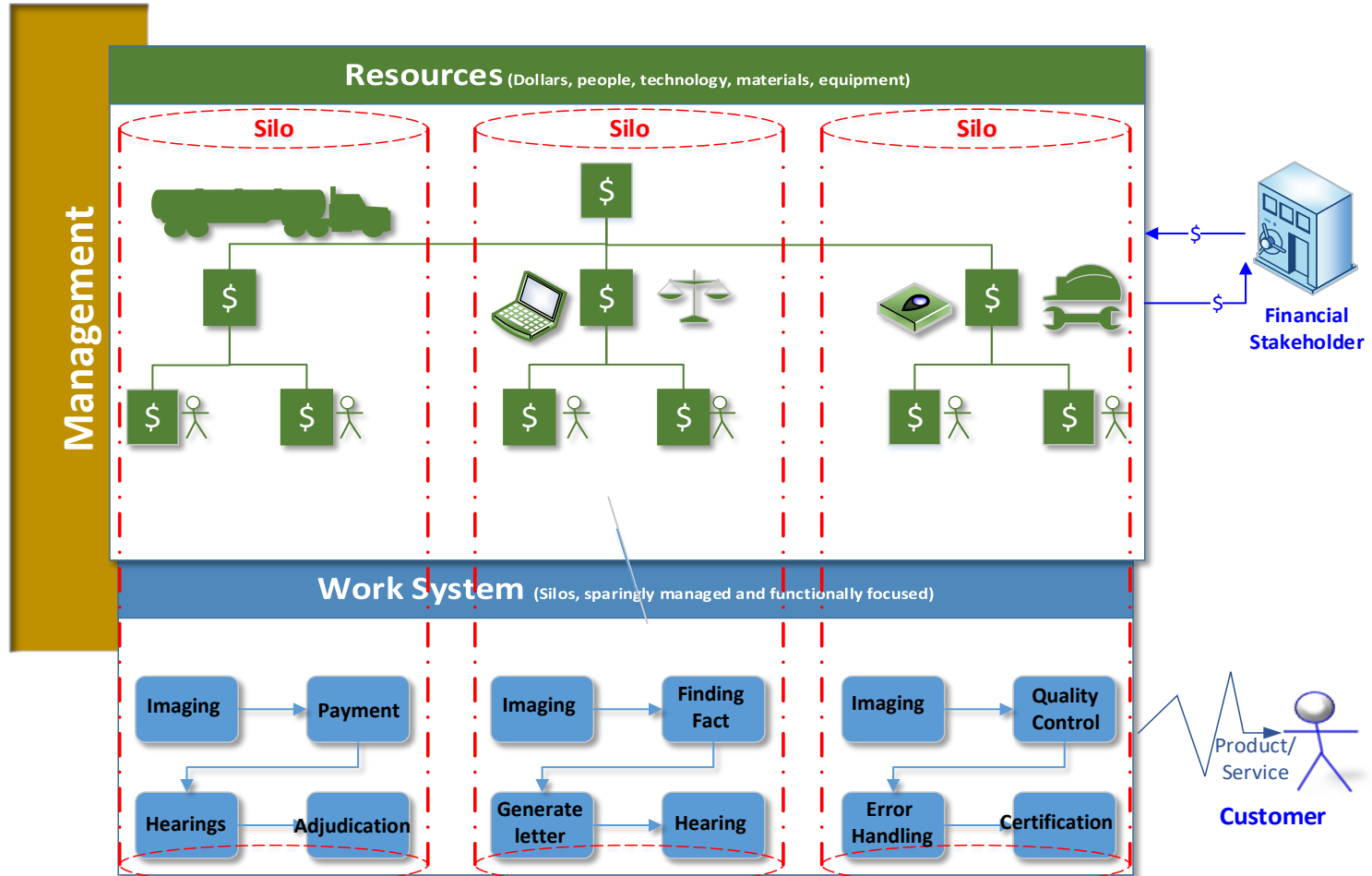 - Proof of legal presence (lawful status)

GOAL:

4 Million Issued

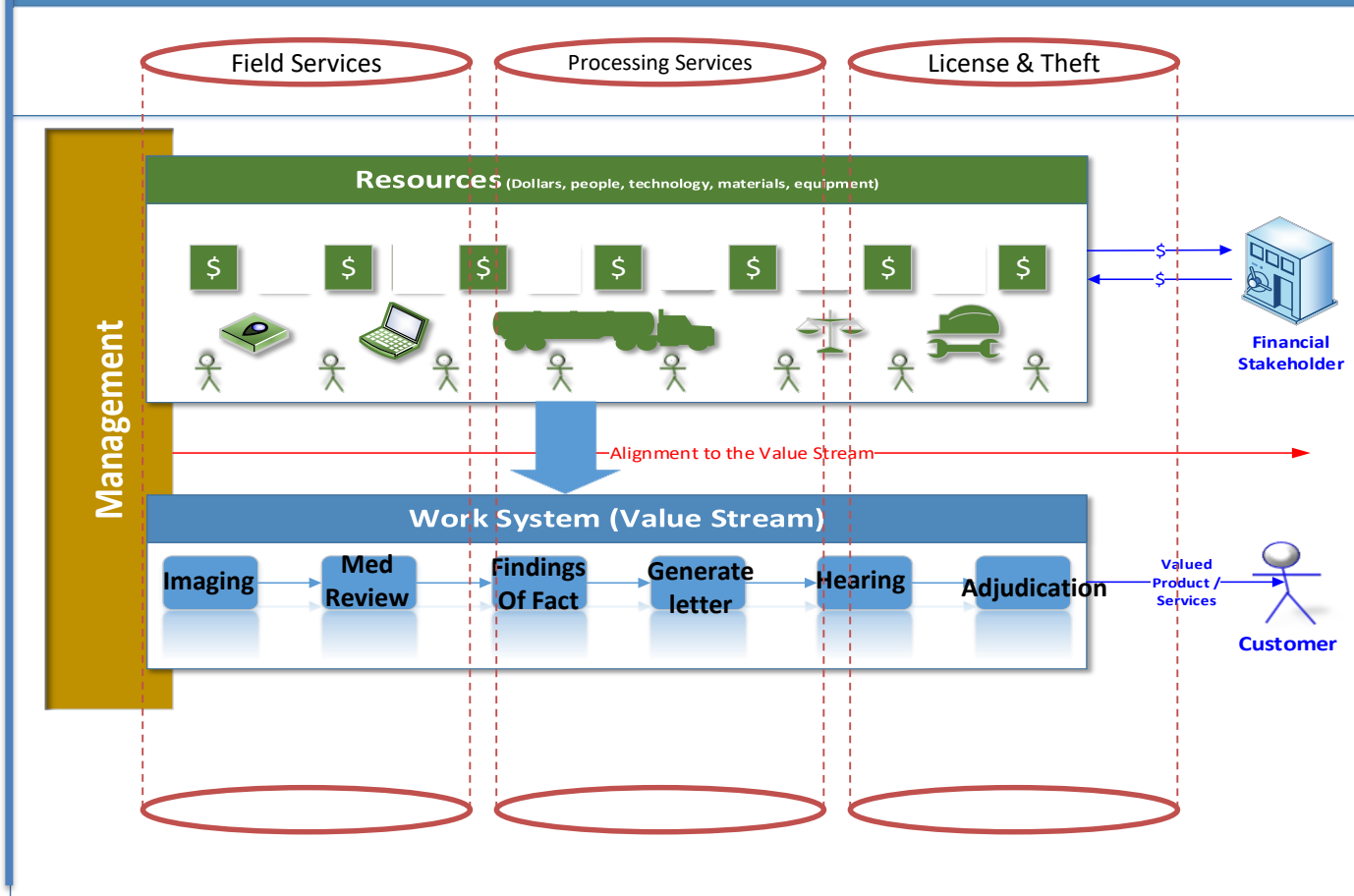by 2020

Process & Technology Improvement

Initiative	Purpose	Timeline
Strategic Plan	• Road map for the Division • Aligned with NCDOT priorities	3rd Quarter 2018
Business Process Mapping	• Develop an enterprise level map	1st Quarter 2018
Functional Analysis	• Remove unnecessary effort • Combine duplication	3rd Quarter 2018
Standardize & Integrate New Processes	• Define new criteria for processes • Implement functional restructuring	60 days after Functional Analysis is completed
Implement Statistical Process Model	• Predictive Analysis for new projects • Data Driven Decisions for ongoing process improvement	Perpetual
DMV/IT Ratings & Review Board	• IT Project Development Process • Rate and Prioritize IT projects based on impact	Initiated October 2017
Driver 360	• Major Systems Rewrite/restructure • Gap Analysis	RFQ Initiated and in final review
Ignition Interlock Management System	• Provide an electronic conduit between vendors and the Division	Completed July 2017
Hearing Fees Project	• Begin collecting fees for Administrative Hearings	Implementation January 1, 2018
State of the State	• Driver License verification for new issuances for customers coming from a different state	Initiated Project

10

Fixation on resources creates an out of balance approach toward organizational processes management

Resources (Dollars, people, technology, materials, equipment)

Silo   Silo   Silo

Management

Financial Stakeholder

Work System (Silos, sparingly managed and functionally focused)

| Imaging | Payment |
| Hearings | Adjudication |

| Imaging | Finding Fact |
| Generate letter | Hearing |

| Imaging | Quality Control |
| Error Handling | Certification |

Product/ Service

Customer

Abbey Saremi-Lotfalian(919-260-2346)

11

Business Process Management facilitates creating balance between all the elements of an organization and manages the resource and work stream equally

Field Services

Processing Services

License & Theft

Management

Resources (Dollars, people, technology, materials, equipment)

$ $ $ $ $ $ $

Financial Stakeholder

Alignment to the Value Stream

Work System (Value Stream)

Imaging → Med Review → Findings Of Fact → Generate letter → Hearing → Adjudication

Valued Product / Services

Customer

New Process Design

Verified Process Updates

On-Boarding / Knowledge Transfer

Business Requirements

Workforce Management / O&M

Solution Design / Improvement

Standard Operating procedure

Decision Support

DMV/DOT

Discovery

Distribution Channel

DMV BPM Asset Library

Facilitated BPM Workshop

BPM SME/ Facilitator

Technical Repository Support

Subject Matter Experts

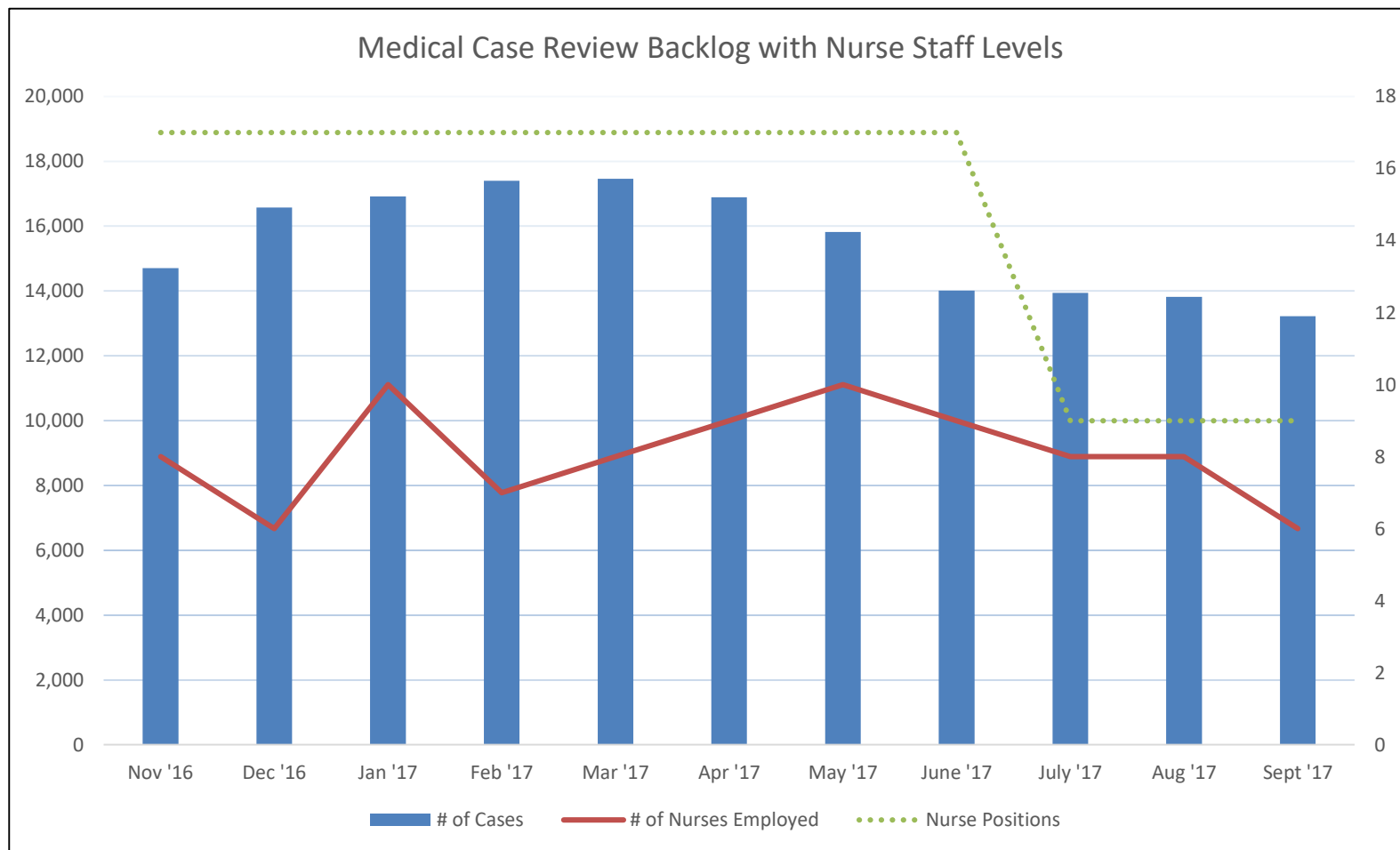Training & Support

Administrative Hearings

SL 2017-57 "Appropriations Act of 2017" for the FY 2016/2017 directed the Division to begin collecting fees for administrative hearings beginning January 1, 2018.

Fees for Most Common Hearing Types		
Hearing Type	**# Held in 2016 (no fee)**	**Proposed Fee for 2018**
Lapse in Financial Responsibility	32,163	$ 60
DWI Restoration Interview	3,436	$ 225
Alcohol Concentration Restriction Violation	2,709	$ 450
DWLR Restoration (1st & 2nd Offenses)	2,693	$ 200
License Suspension per GS 20-16 and/or GS 20-16.1	2,607	$ 100

Workforce Planning & Improvement

Initiative	Purpose	Timeline
Workforce Assessment	• Determine % of workforce eligible for retirement • Determine skills gaps for future DMV • Determine	Perpetual
Driver's License Examiner Training	• Basic School • Continuous Training • 16 hours of customer service trainng	Perpetual
Learning to Lead	• Train supervisors on the difference between management and leadership • Performance management training	No Later than 1st Quarter 2018
License & Theft	• Basic Law Enforcement Training • In-Service Training	Perpetual
Continuous Evaluation & Improvement	• Obtain feedback from all trainees to determine effectiveness of training • Make training adjustments based on feedback	Perpetual

Medical Review Unit

Medical Case Review Backlog with Nurse Staff Levels

Legend: # of Cases | # of Nurses Employed | Nurse Positions

Integrity of Documents & Data Quality

Initiative	Status Update	Forecast
Random Audits of Data Requests	• Review agreements with entities that obtain records to determine appropriate use if information	Began October 2018; perpetual
Assess Document Review Training	• REAL ID requirements require that Drivers License Examiners receive this training • The assessment will determine how we may improve the training delivery and frequency	Perpetual

17

QUESTIONS?