

NC Division of Motor Vehicles

Office of the Commissioner

Torre Jessup



Minimum Three Employee Driver License Office Staffing Plan March 1, 2020



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Executive Summary:

The Division of Motor Vehicles operates 115 Driver's License Offices (DLO's) statewide. The location and size of offices has historically been defined by population and geography. Locations are supplemented by mobile units that operate on a regular schedule in the less densely populated areas of the state. At present, 99% of residents of the state are within 20 miles of a DLO and 86% are within 10 miles (Appendix B).

Due to the pending implementation of the federal Real ID Act on October 1, 2020 and the NC Voter ID Act of 2018, the DMV is facing unique capacity challenges in our Driver's License Offices that are anticipated to mitigate themselves by October 2021. The NC Voter ID Act afforded all NC residents 17 and older the opportunity to obtain a free ID card. This act increased the number of in-office identification card issuances by over 50,000 in 2019. (Appendix F) Additionally, the number of Real ID's being issued in the driver's license per month has steadily increased from 47,341 in November 2018 to 84,393 in October 2019. (Appendix G) In order to obtain a Real ID or an initial identification card, residents must physically visit a Driver's License Office, impacting capacity at all driver's license offices, but particularly those in urban areas where the demand for Real ID is highest. As a result of these two mandates, significantly higher than normal customer demand is expected to continue until October 2021.

DMV operates 39 one or two-person offices and due to their small size, these offices experience adverse effects from absenteeism, vacancies and intermitted closures while moving staff to cover service. In these small offices, it is protocol to temporarily close the office while an examiner conducts a road test. Additionally, it is unsafe for staff to operate a one or two-person office where there is the potential for theft and no supervisor or other staff member to ensure employee safety during road tests.

DMV supports the 3-man offices structure for Driver's License Offices. This structure would provide enhanced safety for our examiners and better customer service. However, reallocating FTE employees from the larger offices would decrease service and increase wait times in high demand areas within the state. Additionally, the Real ID Act and Voter Identification Act have placed unique burdens on the Driver's License Offices and for the next 18 months resources need to be focused in offices experiencing highest demand.

Purpose:

SESSION LAW 2019-231 HOUSE BILL 100 Required DMV to develop Driver's License Staffing Plan.

SECTION 4.19.(a) The Department of Transportation, Division of Motor Vehicles (DMV) shall develop and evaluate plans to staff all Driver License Offices currently open a minimum of five days per week with a minimum of three full-time equivalent (FTE) employees by considering the following options:

- (1) The reallocation of existing staff in Driver License Offices, including an estimate of employee attrition, additional costs to the Division, an estimated timeline for employee reallocation, and any other factor deemed relevant by the Division.
- (2) An estimate of the costs of hiring additional FTE employees, including the hiring, training, salaries, and other costs as deemed appropriate by the Division. This option shall include an estimated timeline for hiring, training, and placing employees until all Driver License Offices have a minimum of three FTE employees.
- (3) Staffing Driver License Offices with part-time staff equivalent to three FTE employees, including hiring, training, salaries, and other costs as deemed appropriate by the Division. This option shall include an estimated timeline for hiring, training, and placing employees until all Driver License Offices have a minimum of three FTE employees.
- (4) The reallocation of FTE employees from other units within the Department of Transportation. This option shall include estimated costs and a timeline for training and placing employees until all Driver License Offices have a minimum of three FTE employees.

Section 4.19(b) A report outlining these options and a final recommendation shall be submitted to the Joint Legislative Transportation Oversight Committee, the House of Representatives Appropriation Committee on Transportation, the Senate Appropriations Committee on the Department of Transportation and the Fiscal Research Division by March 1, 2020.

Background:

The DMV Driver Services Section is comprised of 115 Driver's License Offices (DLO's) divided into seven districts across the state. Locations are supplemented by mobile units that operate on a regular schedule in the less densely populated areas of the state. The location and size of offices has historically been defined by population and geography. At present, 99% of residents of the state are within 20 miles of a DLO and 86% are within 10 miles.

All DLO's issue identification cards, driver's licenses, and administer knowledge and skills tests as required by NC General Statutes, Driver Services policies and/or NC Administrative Codes. Commercial Driver's License (CDL) testing is provided at select offices within each district. The section is also charged with maintaining the data for all NC Drivers including driving records and acts as the primary custodian of the confidential driver record database. Each record contains identifying data about the individual and retains a listing of all traffic convictions and accident involvements which occurred in North Carolina and out of state. Through a partnership with DIT, Driver Services is also responsible for providing online services for driver license and identification card renewals, address changes, and driver record requests.

DMV currently has 561 FTE Driver's License Examiners including Senior Examiners. Statewide average total wait time for calendar year 2019 was 46 minutes.

Key Findings:

In order to conduct this study, DMV consulted operating data from the SAS DLO Scorecard; DMV Data Systems including Q-Flow and SADLES; recent consultant studies; population studies and the DMV Driver Services Human Resource Staffing Plan. Consultant studies include Optimal Location Analysis (on-going by Fayetteville State University) and Driver's License Office Optimization (2019 Boston Consulting Group).

Summary of Needs:

There are currently 39 DLO's operating with 1 or 2 Driver's License Examiners stations. Of these 39 offices, 18 offices had average wait times above the state average. In order to staff all of these offices with 3 Driver's License Examiners, 46 additional FTE DLE I's are required. (Appendix A)

DLE I's are classified as a salary grade 6 (SG 6) with a hiring rate of \$36,650. Additional resource needs include increased office space, furniture and equipment, staff training, and uniforms.

Estimated costs

Salary + Benefits	\$2,275,609.00
Training Costs	\$ 46,900.00
Uniforms	\$ 22,500.00
Equipment	\$1,026,076.00
Furniture	\$ 400,500.00
Total Cost	\$3,771,585.00

Note: A detailed facility analysis was not conducted in conjunction with this study. However, staff determined that a minimum of 4 facilities would need to be relocated in order to accommodate additional examiners. Enlarged facility space was not factored into this cost analysis.

Hiring Timeline

DMV cannot consider further reallocating positions from within DMV until after completion of the DMV Headquarters' move and after full implementation of Real ID, approximately October 2021. Since the one and two-DLE offices are located in more rural areas, these positions are difficult to fill. Once positions are identified, it is estimated it would take 90 – 180 days to fill and train a position.

Reallocation of Existing DMV Staff

DMV has analyzed data and developed a comprehensive staffing plan that moves vacant FTE positions to offices that have the greatest need. Need is determined by the SAS Dashboard Data (Appendix C) to include wait times and Real ID demand. To date, vacant positions have been moved to Edenton, Raeford, Kenansville, Sanford, Clyde, Polkton, Greensboro Express, and Asheville Express. DMV will continue to move positions based on data driven needs regardless of office size.

Without an increase in the number of FTE's, DMV does not have the resources to reallocate 46 positions to increase all offices to 3 person offices without adversely affecting other areas within the division. Doing so would decrease service times and customer satisfaction in offices with higher demand than the smaller offices and increase backlogs in operational areas.

In conjunction with the staffing plan, DMV has created the “Cluster Model” concept. This concept creates clusters of offices in close proximity to provide support to each other. (Appendix D). Employees within each cluster move often in response to absenteeism, vacancies, high demand and/or long wait times.

Part-Time Staff Equivalents

DMV does not have any part-time FTE’s. It is assumed that Section 3 is referring to temporary employees. If staffed with temporaries, the cost and hiring cycle would be similar to hiring FTE’s. The only cost savings would be benefits. Temporary positions are a disadvantage to Driver’s License Offices as these employees must take a 30-day which often aligns with the peak summer season.

Reallocation of FTE’s from DOT Units

DOT conducted a comprehensive survey of vacant positions within the organization. The survey found that 95% of DOT positions either cannot be transferred due to the funding source or are already located within DMV. The remaining 5% have been deemed mission critical to the effective operation of DOT and cannot be transferred to DMV.

Key Recommendations:

DMV operates 39 one or two-person offices and due to their small size, these offices experience adverse effects from absenteeism, vacancies and intermitted closures while moving staff to cover service. In these small offices, it is protocol to temporarily close the office while an examiner conducts a road test. Additionally, it is unsafe for staff to operate a one or two-person office where there is the potential for theft and no supervisor or other staff member to ensure employee safety during road tests.

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In order to increase the current one and two-person offices to 3-person offices, it is recommended that 46 additional FTE’s be allocated to DMV with non-recurring costs of \$1,500,000 to support training and increased office size.

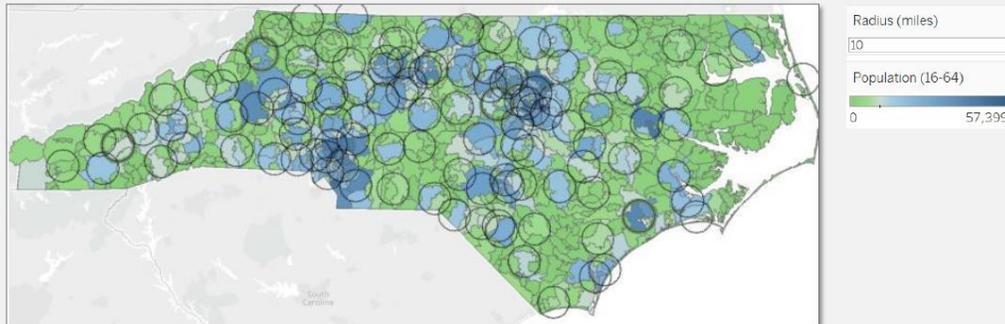
APPENDICES

Appendix A – Current 1 and 2 DLE DLO’s

<u>Office Location</u>	<u># of FTE</u> <u>Positions Current</u>	<u>DLE I</u>	<u># of</u> <u>Additional</u> <u>DLE I</u>	<u>Type of Facility</u>	<u>Space Adequate</u> <u>for 3 FTE</u>	<u>Population</u>	<u>Annual</u> <u>Transactions</u>	<u>Average Wait</u> <u>Time</u>
AHOSKIE	2		1	State Owned	Y	4,980	805	35 mins
ALBEMARLE	2		1	State Owned	Y	16,004	1,300	68 mins
BOONE	2		1	Leased	Y	18,834	1,047	34 mins
BRYSON CITY	1		2	State Owned	Y	1,452	386	65 mins
BURGAW	2		1	Leased	Y	4,096	692	31 mins
BURNSVILLE	1		2	State Owned	N	1,656	435	73 mins
CLINTON	2		1	State Owned	Y	8,674	1,139	27 mins
ELIZABETHTOWN	2		1	Leased	Y	3,544	615	25 mins
ELKIN	2		1	State Owned	Y	4,106	721	16 mins
ERWIN	2		1	Leased	Y	4,931	952	76 mins
FRANKLIN	2		1	Donated	Y	3,993	689	39 mins
GREENSBORO (Express)	0		3	Donated	Y	287,027	691	No Data
HAMLET	2		1	State Owned	Y	6,391	981	43 mins
HAVELOCK	2		1	Donated	Y	20,244	544	63 mins
HENDERSON	2		1	State Owned	Y	15,166	1,149	41 mins
JEFFERSON	2		1	Donated	N	1,551	429	26 mins
KENANSVILLE	1		2	State Owned	Y	866	939	46 mins
LAURINBURG	2		1	Donated	Y	15,473	924	52 mins
LILLINGTON	2		1	Donated	Y	3,581	644	83 mins
LOUISBURG	2		1	Leased	Y	3,553	1,458	58 mins
MARION	2		1	State Owned	Y	7,849	880	59 mins
MARSHALL	0		3	Donated	N	889	278	75 mins
MOCKSVILLE	2		1	Donated	Y	5,266	930	41 mins
MOUNT AIRY	2		1	State Owned	Y	10,347	1,078	46 mins
MOUNT OLIVE	2		1	Donated	Y	4,740	590	23 mins
NAGS HEAD	2		1	Leased	Y	2,916	886	73 mins
OXFORD	2		1	State Owned	Y	8,830	1,125	23 mins
POLKTON	2		1	State Owned	Y	3,444	1,155	73 mins
RAEFORD	2		1	Leased	N	4,998	1,031	79 mins
ROANOKE RAPIDS	2		1	State Owned	Y	15,171	1,052	12 mins
ROXBORO	2		1	State Owned	Y	8,348	1,101	42 mins
SILER CITY	2		1	State Owned	Y	8,444	1,041	62 mins
SYLVA	2		1	Donated	Y	2,644	689	40 mins
TARBORO	2		1	Donated	Y	11,229	773	30 mins
TAYLORSVILLE	2		1	State Owned	Y	2,174	828	26 mins
TROY	2		1	State Owned	Y	3,414	631	49 mins
WHITEVILLE	2		1	State Owned	Y	5,509	1,001	20 mins
WILLIAMSTON	2		1	Donated	Y	5,477	720	25 mins
YADKINVILLE	2		1	Leased	Y	2,926	1,029	52 mins
39 Offices	71		46					

Appendix B - Distance to DLO's

~90% of NC residents between 16-64 live within 10 miles or 30 minute of a DLO branch

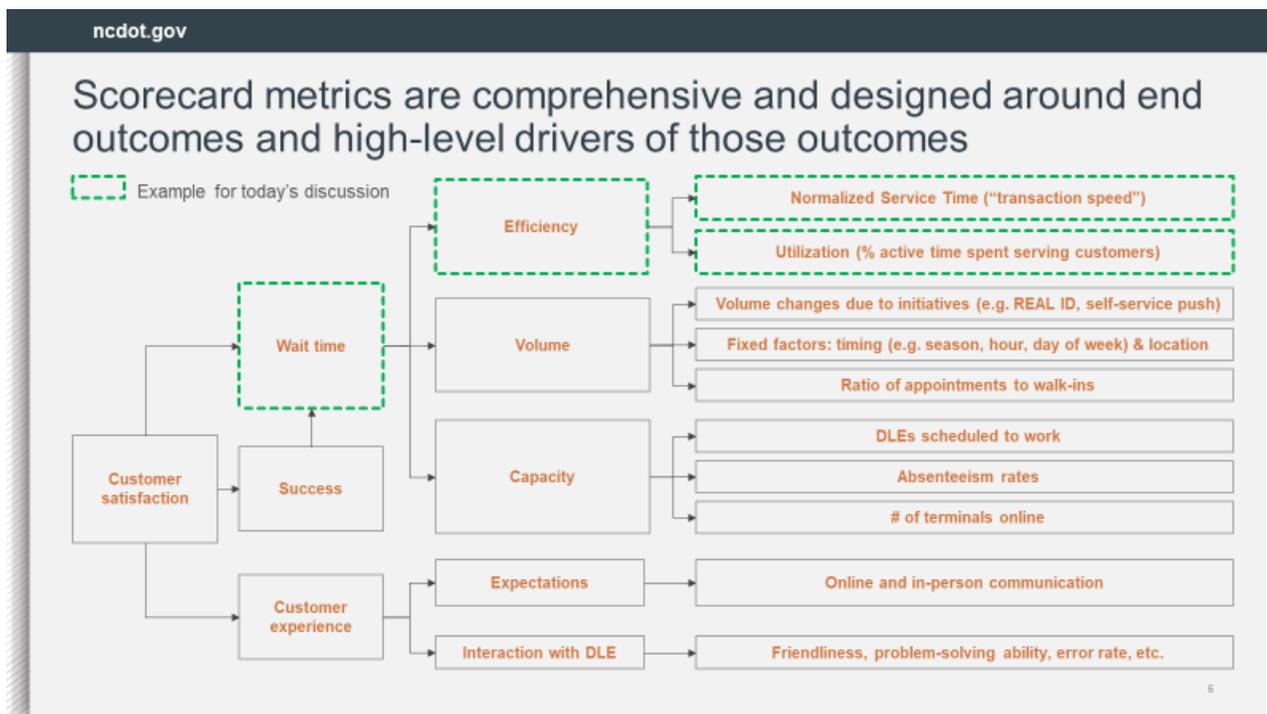


Distance from nearest DMV	% of NC population ¹	Time from the nearest DMV	% of NC population ¹
5 miles	47%	15 minutes	41%
10 miles	86%	30 minutes	92%
20 miles	99%	1 hour	99.7%

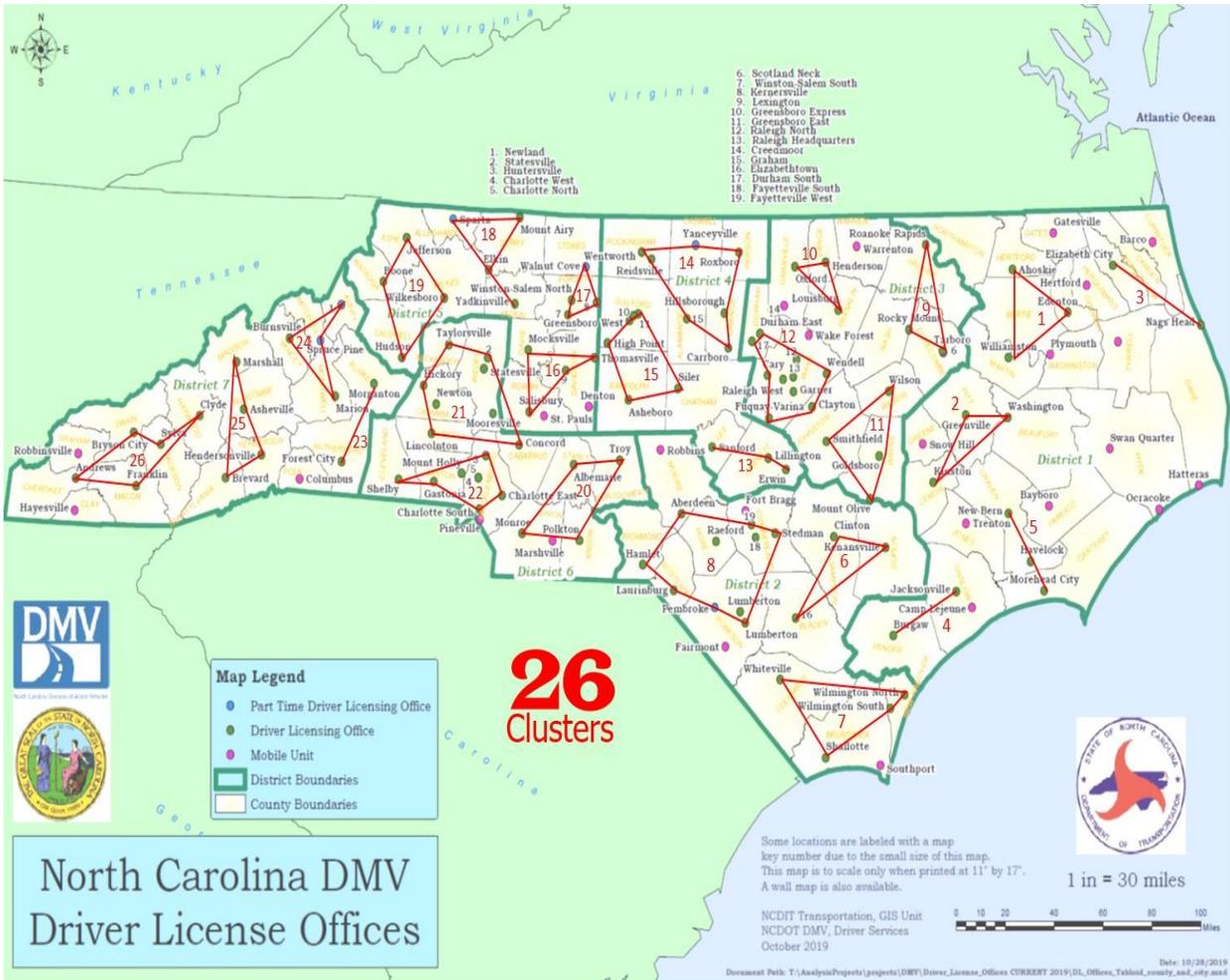
1. Population of resident ages 16-64
Source: NCDMV Q-flow data, Feb-Oct 2018; BCG Analysis

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Appendix C – SAS DLO Scorecard Metrics used for Data Driven Decision Making



Appendix D: DLO Cluster Map



Appendix E: Cost breakdown for Furniture and Equipment

Furniture	Estimate	Count of Full Time Employees	Total Equipment Costs	Multipliers		ENTER NUMBER OF EMPLOYEES ←
				Number of Employees	46	
• Cubicles for Workstation	\$ 4,500.00	89	\$ 400,500.00			
• Chair for examiner \$450.00	\$ 450.00	46	\$ 20,700.00			
• Chair for customer \$450.00	\$ 450.00	46	\$ 20,700.00			
IT Equipment		46	\$ -			
• Camera \$3,500.00	\$ 3,500.00	46	\$ 161,000.00		\$ 189,000.00	
• Blue backdrop – needs to be 5 feet from camera Included with cost of camera		46	\$ -			• Cubicles for Workstation x 42 Additional Needed
• Scanner \$263.00	\$ 263.00	46	\$ 12,098.00			
• Barcode Reader \$200.00	\$ 200.00	46	\$ 9,200.00			
• Bar Code Stand \$30.00	\$ 30.00	46	\$ 1,380.00			
• Credit Card Machine \$198.00	\$ 198.00	46	\$ 9,108.00			
• Credit Card Mount \$50.00	\$ 50.00	46	\$ 2,300.00			
• PC \$305.00	\$ 305.00	46	\$ 14,030.00			
• Keyboard Included with cost of PC		46	\$ -			
• Mouse Included with cost of PC		46	\$ -			
• TDC Printer	\$ 472.00	46	\$ 21,712.00			Composite Total
• Monitor	\$ 105.00	46	\$ 4,830.00			
• Secondary Monitor	\$ 105.00	46	\$ 4,830.00			
• Vision Tester	\$ 3,000.00	46	\$ 138,000.00			
• Signature Pad	\$ 225.00	46	\$ 10,350.00			
Optional IT Equipment		46	\$ -			
• Network Printer (MFP – Source Technologies)	\$ 2,000.00	46	\$ 92,000.00			
• ATS Tester	\$ 800.00	46	\$ 36,800.00			
Furniture	\$ 1,700.00	46	\$ 78,200.00			
IT Equipment	\$ 8,453.00	46	\$ 388,838.00			
Optional IT Equipment	\$ 2,800.00	46	\$ 128,800.00			
			\$ 1,426,576.00			

Appendix F: Increase in Identification Card Issuances

ID Cards Issued CY 2018 and 2019

2,018

Less than 17	17 and over
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No fee	Fee Paid	No fee	Fee Paid
1,459	30,017	52,289	229,784

2,019

Less than 17	17 and Over
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No fee	Fee Paid	No fee	Fee Paid
1,285	34,374	327,969	0

Appendix G: Increase in Real ID Issuances

