

September 2022
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PERFORMANCE REVIEW

DIVISION OF MOTOR VEHICLES

AUDIT OVERVIEW

As the Expansion of Technology Is Reducing In-Person Transactions at DMV Regional Offices, the DMV Needs to Plan Towards Optimizing Efficiency Gains Between the Benefits to the Public and Lowering the State's Operating Costs

The DMV Has a Good Website that Only Needs Modest Improvement to Enhance User-Friendliness and Transparency



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Kayla Young



WEST VIRGINIA OFFICE OF THE LEGISLATIVE AUDITOR

PERFORMANCE EVALUATION & RESEARCH DIVISION

Building 1, Room W-314
State Capitol Complex
Charleston, West Virginia 25305
(304) 347-4890

Aaron Allred
Legislative Auditor

John Sylvia
Director

Jill Mooney
Research Manager

Christopher F. Carney
Research Analyst

Brooke Hypes
Referencer

WEST VIRGINIA LEGISLATURE
Performance Evaluation and Research Division

1900 Kanawha Blvd., E.
Building 1, Room W-314
Charleston, WV 25305-0610
(304) 347-4890



John Sylvia
Director

September 13, 2022

The Honorable Mark Maynard
West Virginia State Senate
Building 1, Room 217-W
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305-0470

The Honorable Brandon Steele
West Virginia House of Delegates
Building 1, Room E-213
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305-0470

Dear Chairs:

Pursuant to the West Virginia Performance Review Act, we are transmitting a performance review of the Division of Motor Vehicles (DMV). The issues covered herein are *“As the Expansion of Technology Is Reducing In-Person Transactions at DMV Regional Offices, the DMV Needs to Plan Towards Optimizing Efficiency Gains Between the Benefits to the Public and Lowering the State’s Operating Costs”* and *“The DMV Has a Good Website that Only Needs Modest Improvement to Enhance User-Friendliness and Transparency.”*

We transmitted a draft copy of the report to the DMV on August 9, 2022. We received the agency response on August 24, 2022.

Let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "John Sylvia".

John Sylvia

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EXECUTIVE SUMMARY

The Performance Evaluation and Research Division (PERD) within the Office of the Legislative Auditor conducted a performance review of the Division of Motor Vehicles (DMV) pursuant to West Virginia Code §4-10-8. Objectives of this audit were to determine if the DMV is positioning itself in an efficient and appropriate manner in order to reduce its operating costs as the expansion of technology becomes more available to serve the public, and to evaluate the DMV's website for user-friendliness and transparency. The issues of this report are highlighted below.

Frequently Used Acronyms

PERD – Performance Evaluation and Research Division

DMV – Division of Motor Vehicles

Report Highlights:

Issue 1: As the Expansion of Technology Is Reducing In-Person Transactions at DMV Regional Offices, the DMV Needs to Plan Towards Optimizing Efficiency Gains Between the Benefits to the Public and Lowering the State's Operating Costs

- From FY 2014 to FY 2022, in-person transactions at regional offices decreased from 98 percent of total transactions to 63 percent, as more customers used online and kiosk technology to conduct DMV transactions.
- From FY 2014 to FY 2022, all but one regional office had decreases in in-person transactions ranging from 61 percent in the Kanawha City regional office to 1 percent in the Fairmont testing location, with the average decline being 40 percent.
- Despite declining in-person transactions at DMV regional offices, staffing has remained virtually unchanged and the DMV plans to add two more full-service regional offices.
- The DMV acknowledges that its focus in the expansion of technology has been to improve customer service; however, the DMV also acknowledges the need to assess factors that determine staffing sizes at regional offices to reduce operating costs as technology expands.
- The DMV should establish goals for regional office customer wait-times, the percentage of online customer transactions as a percentage of total transactions, and the optimal levels at which the DMV can begin realizing lower operating costs for the State.

Issue 2: The DMV's Website Needs Modest Improvement to Enhance User-Friendliness and Transparency

- The DMV's website scores moderately high in user-friendliness and transparency.
- The DMV's website needs modest improvements in the areas of user-friendliness. Additional features should be considered to further improve user-friendliness, such as site functionality and RSS feeds.

- The DMV has pertinent public information on its website. The agency’s contact information, available publications, and complaint forms are provided. However, providing website users with additional elements and capabilities, including its budget, organizational chart, online submission requests for FOIA, and performance measures and outcomes would improve transparency.

PERD Response to Agency Response

PERD received DMV’s response to the draft copy of the performance review on August 24, 2022. The DMV’s response can be seen in Appendix D. The DMV indicated to PERD that it agrees with the findings and all recommendations of the report. In its response, the DMV states that it is fully committed to customer service. The DMV reports that it has already implemented some aspects of the recommendations into its processes such as collecting and analyzing data for regional office customer wait-times, the number of customers seeking services, and the average in-person transaction time. In addition, the DMV states that it is “cross-training” its staff for multiple tasks in order to reduce transaction times at the regional offices and its centralized headquarters, and to serve as support staff for online services. The DMV agrees with the recommendation to determine an optimal point in which regional office staffing can be reduced. However, the agency did not provide any analysis or timetable of when lower operating costs would occur as technology expands.

Recommendations

1. *The DMV should consider developing plans that determine the correlation between online and Kiosk transactions, regional office wait-times, transactions per regional office employee, customers per regional office employee, regional office staffing, and non-regional office staffing.*
2. *The plans should also establish goals for customer wait-times, and online and Kiosk transactions as a percentage of total transactions.*
3. *The DMV should compile data on wait-times, the number of service-seeking customers at regional offices, and the average in-person transaction time.*
4. *The DMV should determine the optimal point in which regional office staffing can be reduced considering data on wait-times, in-person transaction percentages of total transactions, in-person transactions per regional office employee, and the number of customers per regional office employee.*
5. *The DMV should consider modest improvements to its website to provide more transparency and user friendliness for online public users.*

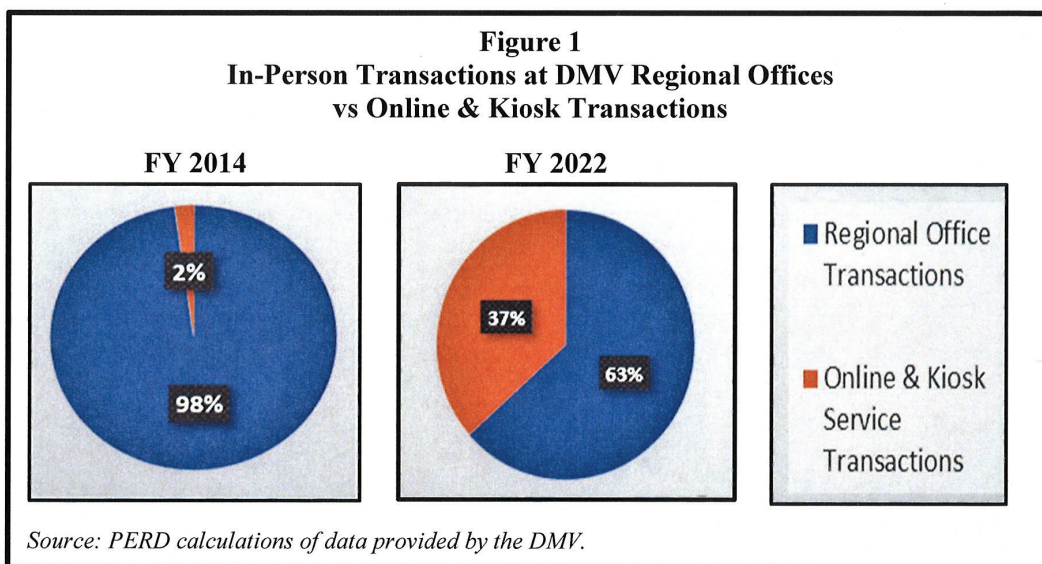
ISSUE 1

As the Expansion of Technology Is Reducing In-Person Transactions at DMV Regional Offices, the DMV Needs to Plan Towards Optimizing Efficiency Gains Between the Benefits to the Public and Lowering the State’s Operating Costs

Issue Summary

The Division of Motor Vehicles (DMV) has expanded the use of technology to allow more services to be transacted online or at remote kiosks which reduces the need for in-person transactions at regional offices. Figure 1 shows that in-person transactions at DMV regional offices were 98 percent of total transactions in FY 2014, with only 2 percent conducted online or at remote kiosks.¹ However, as of FY 2022, the percentage of in-person transactions decreased to 63 percent of total transactions as online and kiosk transactions expanded to 37 percent. Although in-person transactions have decreased, the number of staff at regional offices has remained virtually unchanged during fiscal years 2014 through 2022. This suggests that wait-times for in-person transactions should have declined; however, the DMV cannot confirm this because it only recently began to collect wait-time data. While the expansion of technology has likely led to greater efficiencies benefiting the public, the State has yet to benefit from lower operating costs. Furthermore, the DMV plans to establish two more regional offices without an understanding of how it will impact the efficiency dynamics between public benefits and cost savings to the State. The agency should collect and evaluate outcome data resulting from the expansion of technology to optimize efficiency gains between public benefits and lower operating costs.

The Division of Motor Vehicles has expanded the use of technology to allow more services to be transacted online or at remote kiosks which reduces the need for in-person transactions at regional offices.



¹ The percentages do not include transactions made through U.S. mail because the DMV does not collect such data.

Increased Customer Service Transactions Occurring at the DMV's Website and Kiosks Correspond with a Reduction in the Number of In-Person Transactions Occurring at DMV Regional Offices

As the DMV increased the use of technology to increase the number of customer service transactions that can be performed online and at kiosks, the number of in-person transactions occurring at DMV regional offices declined. Table 1 shows that from FY 2014 to FY 2022, online and kiosk customer service transactions increased from 2 percent of all customer service transactions to 37 percent. Correspondingly, as the number of online and kiosk service transactions increased, the number of customer service transactions occurring at regional offices decreased from 98 percent of total transactions (not including U.S. mail transactions) to 63 percent. The DMV receives customer service transactions through the U.S. mail; however, the agency does not record these transaction totals.

As the number of online and kiosk service transactions increased, the number of customer service transactions occurring at regional offices decreased from 98 percent of total transactions (not including U.S. mail transactions) to 63 percent.

Table 1
DMV Customer Service Transaction Format
Number and Percentage of Total Transactions*
FY 2014 through FY 2022

FY	Total Transactions	Regional Office	Online	Kiosk	Regional Office Transaction Percentage	Online & Kiosk Transactions Percentage
2014	1,988,439	1,944,606	43,833	---	98%	2%
2015	2,021,813	1,916,585	105,228	---	95%	5%
2016	2,218,240	2,017,253	200,987	---	91%	9%
2017	2,327,537	1,988,278	335,861	3,388	85%	15%
2018	2,142,920	1,735,019	390,100	17,801	81%	19%
2019	2,164,767	1,698,107	439,415	27,245	78%	22%
2020	1,989,805	1,338,711	619,350	31,744	67%	33%
2021	2,060,793	1,232,620	784,740	43,433	60%	40%
2022	1,839,076	1,165,721	639,973	33,382	63%	37%

Source: PERD calculations of data provided by the DMV.

*These figures do not include transactions received through the U.S. mail.

The DMV stated that the COVID-19 pandemic, which caused the temporary closures of regional offices during the last quarter of FY 2020, translated to increased usage of its online services. According to the agency, from March 19, 2020, to July 12, 2020, online duplicate driver's

license requests increased 244 percent over the same time-period in 2019. Online vehicle registration renewals increased 199 percent and online driver's license renewals increased 160 percent during the same period. The DMV also added the following online services to its website to help accommodate the public during the pandemic: commercial driver's license renewals, 18-year-old license renewals, and license renewals with an address change.

Table 2 shows the number of in-person transactions at each of the regional offices in FY 2014 and FY 2022. During that time, every regional office except Summersville had decreases in in-person transactions. The declines ranged from 61 percent in the Kanawha City regional office to 1 percent in the Fairmont testing location, with the average decline being 40 percent. The decline of in-person transactions at regional offices occurred gradually as DMV implemented and broadened its customers' ability to complete transactions online and at kiosks. Table 2 further illustrates that declines in in-person transactions were uniform across the state and at different levels of population.

Table 2
DMV Regional Offices
Total In-Person Transactions and Percentage Change
FY 2014 and FY 2022

Regional Office	FY 2014	FY 2022	% Change
Kanawha City	205,514	81,069	-61%
Morgantown	128,710	61,100	-53%
Parkersburg	124,055	63,845	-49%
Huntington	120,949	64,116	-47%
Beckley	91,006	48,730	-46%
Clarksburg	129,691	69,742	-46%
Moundsville	86,936	47,078	-46%
Lewisburg	58,049	31,737	-45%
Winfield	132,838	74,309	-44%
Logan	56,323	33,949	-40%
Romney/Keyser [^]	62,122	37,698	-39%
Flatwoods	55,052	34,296	-38%
Welch	33,246	21,273	-36%
Elkins	77,003	51,218	-33%
Martinsburg	119,838	79,969	-33%
Spencer	37,639	25,820	-31%
Franklin	19,030	13,149	-31%
Williamson	30,004	21,499	-28%
Charles Town	103,884	75,721	-27%
Weirton	52,761	38,956	-26%
Princeton	73,107	54,968	-25%
Point Pleasant	40,119	30,692	-23%
Moorfield	43,594	35,787	-18%
Fairmont*	18,358	18,174	-1%
Summersville**	44,775	50,826	14%
Totals	1,944,606	1,165,721	-40%

Source: PERD calculations of data provided by the DMV.

[^]The Romney office was relocated to Keyser in 2021.

*Fairmont was primarily a driver's license testing site and was not considered a regional office because it offered limited DMV services. However, as of July 5th, 2022, Fairmont became a full-service regional office.

**Summersville opened as a full-service regional office in 2014.

From FY 2014 to FY 2022 every regional office except Summersville had decreases in in-person transactions. The declines ranged from 61 percent in the Kanawha City regional office to 1 percent in the Fairmont testing location, with the average decline being 40 percent.

The decline of in-person transactions at regional offices occurred gradually as DMV implemented and broadened its customers' ability to complete transactions online and at kiosks. Table 2 further illustrates that declines in in-person transactions were uniform across the state and at different levels of population.

Nearly 80 Percent of DMV Vehicle and Driver Services Are Available Online

In total, there are 28 different motor vehicle and driver services provided by the DMV. Figure 2 shows the progress the DMV has made in making more services available online for greater convenience to the public. In FY 2014, only 9 of the 28 services were available online; however, by FY 2022, the number has been increased to 22 of the 28 services. This is consistent with the DMV’s goal of expanding the availability of web-based business processes and increasing the use of online self-service transactions by five percent each year.

In FY 2014, only 9 of the 28 services were available online; however, by FY 2022, the number has been increased to 22 of the 28 services.

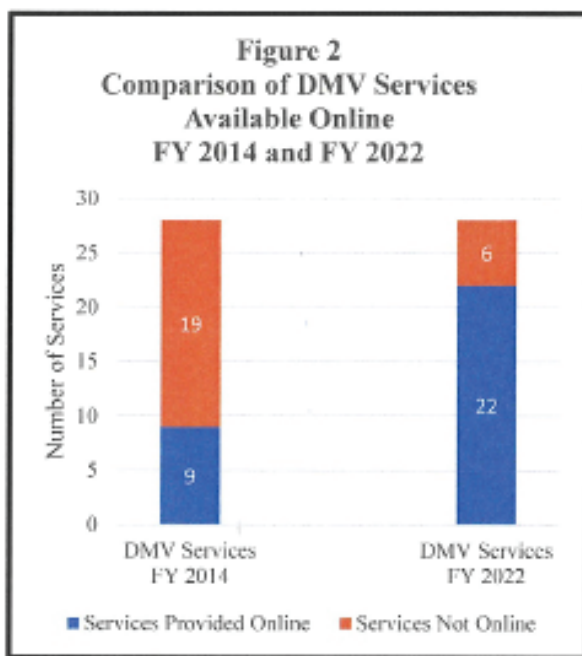


Table 3 lists the 28 vehicle and driver services provided by the DMV. The 22 services that are available online are highlighted in yellow. Four (4) of the 22 services are also available on Kiosks located in several places around the state. Although these four services are the only ones available on Kiosks, two of them, the renewals for driver licenses and vehicle registrations, are high volume transactions. According to the DMV, five of the remaining six services that are not online require inspections or physical observations that must be done in-person with a DMV representative or at a regional office. The DMV expects title transfers from vehicle sales between individuals to be available online soon (green highlighted service).

According to the DMV, five of the remaining six services that are not online require inspections or physical observations that must be done in-person with a DMV representative or at a regional office. The DMV expects title transfers from vehicle sales between individuals to be available online soon (green highlighted service).

**Table 3
Availability of DMV Services Online, at Kiosk Locations or
Must Be Conducted at Regional Offices**

DMV Services at Available Online and Kiosks	DMV Services Not Available Online or at Kiosks
<ol style="list-style-type: none"> 1. Driver License Renewal --Kiosk-- 2. Driver License Duplicate 3. Driver License Inquiry 4. Driver Record --Kiosk-- 5. Driver Reinstatement 6. Duplicate Registration Cards --Kiosk-- 7. Duplicate Plates 8. Duplicate Decals 9. Change of Address 10. Handicap Document 11. Individual Trip Permit 12. Insurance Request Verification 13. IRP Duplicate Cab 14. IRP Fuel Decals 15. IRP IFTA Renewal 16. IRP Invoice 17. IRP Motor Carrier 18. IRP Online Payments 19. Personalized Plate 20. State Bar ID Card 21. Vehicle Registration Renewal --Kiosk-- 22. Driver's License Knowledge Test 	<ol style="list-style-type: none"> 23. Skills testing and retesting for all driver's license types 24. Original issuance of driver licenses and identification cards 25. Renewal of a driver's license must be completed in-person once every 16 years 26. Salvage inspection for a rebuilt motor vehicle 27. Site inspections of regulated entities such as Dealers, License Services, Automobile Auctions, etc. <hr/> <p data-bbox="760 982 1268 1066" style="background-color: #d9ead3; padding: 5px;">28. Title transfer from a casual vehicle sale between individuals</p>

*Source: DMV.
Yellow Highlight: services currently available online. Unhighlighted: services currently not available online or at a kiosk. Green Highlight: service that will soon be available online.*

According to the DMV, the services that are required to be conducted in-person are for customers that must complete original driver's license and identification card applications, skills testing, and title transfer.² A driver's license requires a vision screening test conducted onsite and both the driver's license and identification card require a photograph taken onsite that captures biometric security features. In addition, federal law requires an in-person process for issuance of an

² Driver's license knowledge testing became available on the DMV's website through a third-party vendor in February 2021. The DMV online testing program photographs and monitors the applicant through a webcam during the knowledge testing exam.

original driver's license, a "for federal use" identification card, and remote renewals are limited to a 16-year period.

In addition to online services and kiosks, customers may have title work completed at licensing service businesses and vehicle registration renewal at county sheriff offices. The DMV's website lists 93 private licensing service businesses throughout the state, which is up from 57 at the onset of the pandemic. These private licensing businesses assist with immediate vehicle title work, temporary registrations, and plates. Currently, these procedures require the licensing office or sheriff's office to physically mail the documentation to the DMV for completion. The businesses and county sheriffs will soon be able to send the same information online via the DMV's digital title system, which will eliminate the need for paper in the process. Presently, a centralized mailroom, data entry section, and a title and registration section rely on the distribution of paper documents.

Although in-person transactions are decreasing, the number of staff at regional offices remains virtually unchanged.

Staffing Levels at DMV Regional Offices Remain Virtually Unchanged as In-person Transactions Decline

Although in-person transactions are decreasing, the number of staff at regional offices remains virtually unchanged. Table 4 shows the total number of DMV staff from FY 2014 through FY 2022, counting regional office and non-regional office staff separately. Regional office staff provide in-person services to DMV customers. From FY 2014 to FY 2022, the average total number of regional office staff was 306 full-time equivalents (FTEs) with an average annual decline of -0.4 percent. Non-regional office staff perform various services in a centralized location that generally does not involve in-person interaction. Non-regional office staff are all in the DMV headquarters co-located to, but separate from, the Kanawha City regional office. From FY 2014 through FY 2022, the average total number of non-regional office staff was 300 FTEs with an average yearly increase of 0.1 percent. The services performed by non-regional office staff involve processing and finalizing transactions that are conducted online, at kiosks, at regional offices, or through the U.S. mail. These services include information technology and data processing; maintaining a Call Center; purchasing and accounting; legal services; receiving and processing title work and vehicle registration renewals; ordering and maintaining an inventory of license plates, decals, titles and registration documents; and administering and monitoring various safe-driving programs such as the Driving Under the Influence Program, the Point System, the Ignition Interlock Program, Medical Reviews, and Compulsory Insurance.

Although regional office staffing was virtually unchanged from 2014 (when online services became available) through FY 2022, the total number of transactions at regional offices decreased on average by 40 percent.

Although regional office staffing was virtually unchanged from 2014 (when online services became available) through FY 2022, the total

number of transactions at regional offices decreased on average by 40 percent. This translates to a lower number of transactions per full-time employee at regional offices. Table 4 shows that the average number of regional office transactions per employee declined by an average of 4 percent over the 2014 through 2022 period. However, since FY 2017, the decline has averaged 8 percent, and an 11 percent average decline occurred since the last quarter of FY 2020, which was likely accelerated by the COVID-19 pandemic. The average annual transactions per regional office FTE have gone from over 6,000 in 2014 to under 4,000 in 2022.

The average annual transactions per regional office FTE have gone from over 6,000 in 2014 to under 4,000 in 2022.

Table 4 DMV Staffing Levels Regional and Non-Regional Filled FTEs and Total Transactions FY 2014 through FY 2022					
Fiscal Year	Regional Office Staff Filled FTEs	Non-Regional Office Staff Filled FTEs	In-Person Regional Office Transactions	Annual Transactions Per Regional Office Filled FTEs	Pct. Change in Transactions per Regional Office Filled FTE
2014	314	304	1,944,606	6,193	4%
2015	308	290	1,916,585	6,223	0%
2016	306	304	2,017,253	6,592	6%
2017	307	297	1,988,278	6,476	-2%
2018	308	296	1,726,150	5,604	-13%
2019	307	301	1,702,153	5,544	-1%
2020	309	297	1,351,241	4,373	-21%
2021	291	299	1,232,620	4,236	-3%
2022	303	308	1,165,721	3,847	-9%
Avg.	306	300	1,671,623	5,454	-4%

Sources: DMV for FY 2014 through FY 2022 transaction numbers and FY 2014 FTE. Our Advanced Solutions with Integrated Systems (OASIS) (WV-HRP-PC-012) for FY 2015 through FY 2022 FTE. PERD calculations.

The reduction of in-person transactions per FTE suggests that the wait-times for DMV customers at regional offices has declined; however, the DMV cannot confirm this because it only recently began to collect wait-time data. This indicates that thus far, the expansion of technology has likely led to greater efficiencies for DMV customers; however, the State has yet to benefit from lower operating costs.

The reduction of in-person transactions per FTE suggests that the wait-times for DMV customers at regional offices has declined.

The DMV Plans to Add Two Regional Offices Amidst Declining In-Person Transactions

The DMV plans to continue to increase its physical imprint by adding two regional offices despite the decreasing number of in-person transactions. The DMV expanded the Fairmont location from a driver's license testing site to a full-service regional office as of July 5, 2022. It will begin construction in early 2023 on a new regional office in Morgan County. This would increase the total number of regional offices in the state to 26. According to the DMV, it does not expect to increase the number of staff positions with the Fairmont expansion as it intends to transfer current positions from existing regional offices as needed. Nevertheless, an additional regional office and expanding Fairmont to a full-service regional office will increase the agency's operating costs and further reduce in-person transactions at other near-by regional offices. The Fairmont location is located relatively close to the Clarksburg and Morgantown regional offices, where the Clarksburg office has realized a reduction of in-person transactions of 46 percent between FY 2014 and FY 2022. The Morgantown location has witnessed a reduction of 53 percent for the same period. The planned Morgan County regional office would be in the general area of three other regional offices, Keyser/Romney, Charles Town, and Martinsburg. All of which have had significant reductions in in-person transactions from FY 2014 to FY 2022 (see Table 2).

The dynamics of these decisions are that the technology expansion is benefitting primarily DMV customers, while the State will incur greater costs. As the State enhances its broadband capabilities, and as younger more technology-capable individuals become eligible licensed drivers, the downward trend in in-person transactions may continue further. The question becomes at what point can the State benefit from lower operating costs? There is no evidence that the DMV has a detailed plan that envisions reducing wait-times for customers and reducing the State's operating expenses. The DMV should consider developing plans that include measuring wait-times for customers, establishing goals for wait-times and in-person transactions per regional office FTE, expanding the user-friendliness of technology, estimating how much further in-person transactions may drop, and identify the optimal points at which staffing levels can be reduced. As the DMV plans to establish two more regional offices, it is doing so without an understanding of how the plans will impact the efficiency dynamics between public benefits and cost savings to the State. PERD finds that the agency should collect and evaluate outcome data resulting from the expansion of technology to optimize efficiency gains between public benefits and the State's operating costs.

The DMV plans to continue to increase its physical imprint by adding two regional offices despite the decreasing number of in-person transactions.

As the DMV plans to establish two more regional offices, it is doing so without an understanding of how the plans will impact the efficiency dynamics between public benefits and cost savings to the State.

The DMV Has Struggled to Compute the Number of Customers Seeking Services at Regional Offices

The DMV has struggled to calculate the number of customers seeking services at its regional offices. This type of information is important in determining staffing and the need for regional offices in the midst of declining in-person transactions. The agency only monitors and records the number of transactions at the regional offices, but in-person transactions are not the most accurate data for calculating the number of customers because customers may have multiple transactions, or they may be at the office to obtain information or make inquiries. According to the DMV, in 2016 and years prior, the DMV estimated the number of customers based on a queuing system installed at seven regional offices along with a breakdown of cash register receipts manually calculated at the end of every workday and used this information for figures in its annual reports. This estimation was limited to paying customers and did not count customers seeking to obtain forms, answer inquiries and other services that did not result in a cash register receipt or entry into the queueing system. The DMV indicated that certain instances, such as multiple people arriving for one transaction or one individual completing several transactions for several people, can be difficult to reduce to an accurate number of customers. As a result, the DMV began reporting transaction data in its annual reports from its “dmvFirst” computer software system.

In FY 2021, the DMV installed a system in all regional offices which records customer wait-times. These are important data to compile for planning purposes and staffing analyses. However, given how it calculates wait-times, the DMV should be able to use the data to also calculate the number of customers. The wait-time system would need to include all customers to arrive at an accurate count of the number of customers at regional offices.

The DMV Has Not Conducted Analysis Related to Reducing Its Operating Costs as It Increases Technology Use

According to the DMV, it has not conducted any type of analysis related to the increasing use of technology to serve the public and its operating costs. In its annual reports, the DMV promotes its ongoing business modernization plan in which the DMV adds online services to its website. However, when asked for the most current business modernization plan that would address the future services, it responded by saying:

The language in the annual report is a reference to the agency's general goal of modernizing technology to meet

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customer needs and expectations.... In addition, the DMV is in the process of implementing a Digital Title System which will not only replace outdated mainframe technology for our vehicle system but will greatly enhance our ability to offer additional online services. The DMV is preparing requests for proposals this spring to simply replace outdated mainframe technology for the driver system and combine the vehicle and driver systems in a customer centric digital environment.

Although the DMV does not have an official written business modernization plan, its statement indicates that it is focused on expanding the use of technology to better enhance its service to the public. However, when asked to provide any cost-benefit analysis, staffing or resource analysis that describes the relationship between the agency's operating costs and the technological advancement, the DMV indicated that it has not developed such analyses. Nevertheless, the DMV understands that the expansion of technology will cause shifts in staffing. The DMV stated that expanding technology will result in a "... reduction in mail and data entry which will lead to employees being shifted to its call center, in person service, online review and support positions with the goal of expediting production, reducing wait-times for inquiry responses and regional office transactions." This statement indicates that the greater use of technology will not only impact regional office staffing, but it will also impact non-regional office staffing.

Conclusion

The DMV's initiative to expand the use of technology in its services has clearly been beneficial to the public. DMV customers are now able to conduct important business more conveniently, less costly, and less time consuming. DMV business can be conducted at home or at convenient locations that reduce the cost of driving long distances and shortens the amount of time involved. However, thus far, the State has not benefitted in terms of lower operating costs. Both the State and the public can benefit from the expansion of technology, but it becomes a matter of how and when the State can benefit from lower costs. The DMV should consider developing plans that will identify the correlations between online transactions, regional office wait-times, transactions per regional office employee, customers per regional office employee, regional office staffing, and non-regional office staffing. This will require compiling data on service-seeking customers at regional offices, total online and in-person transactions, customer wait-times, and average time to complete transactions at regional offices. Goals should be established for wait-times and online transactions as a percentage of total transactions, and optimal points should be identified to determine when the State can realize lower operating costs.

The DMV should consider developing plans that will identify the correlations between online transactions, regional office wait-times, transactions per regional office employee, customers per regional office employee, regional office staffing, and non-regional office staffing.

Goals should be established for wait-times and online transactions as a percentage of total transactions, and optimal points should be identified to determine when the State can realize lower operating costs.

Recommendations

1. *The DMV should consider developing plans that determine the correlation between online and Kiosk transactions, regional office wait-times, transactions per regional office employee, customers per regional office employee, regional office staffing, and non-regional office staffing.*
2. *The plans should also establish goals for customer wait-times, and online and Kiosk transactions as a percentage of total transactions.*
3. *The DMV should compile data on wait-times, the number of service-seeking customers at regional offices, and the average in-person transaction time.*
4. *The DMV should determine the optimal point in which regional office staffing can be reduced considering data on wait-times, in-person transaction percentages of total transactions, in-person transactions per regional office employee, and the number of customers per regional office employee.*

ISSUE 2

The DMV Has a Good Website that Only Needs Modest Improvement to Enhance User-Friendliness and Transparency

In order to actively engage with a state agency online, citizens must first be able to access and comprehend the information on government websites. Every website should include some elements, such as a search tool and contact information including physical and email address, telephone number and the names of administrative officials. Other elements such as social media links, graphics, and audio/video features may not be necessary or practical for some state agencies. Table 5 shows the DMV integrates 58 percent of the checklist items in its website. This measure indicates that the DMV should consider making modest improvements in the user-friendliness and transparency of its website.

Table 5 Division of Motor Vehicles Website Evaluation Score			
Substantial Improvement Needed	More Improvement Needed	Modest Improvement Needed	Little or No Improvement Needed
0-25%	26-50%	51-75%	76-100%
		DMV 58%	
<i>Source: PERD's review of the DMV's website as of August 1, 2022.</i>			

The DMV integrates 58 percent of the checklist items in its website. This measure indicates that the DMV should consider making modest improvements in the user-friendliness and transparency of its website.

The DMV's Website Scores Moderately High in User-Friendliness and Transparency

It has become common and expected that governments convey to the public what it is doing through website technology. Therefore, government websites should be designed to be user-friendly. A user-friendly website is understandable and easy to navigate from page to page. Government websites should also provide transparency of an agency's operation to promote accountability and trust. A number of organizations have developed assessment criteria to evaluate federal and state government websites for transparency and user-friendliness. The Office of the Legislative Auditor conducted a literature review on assessments of governmental websites and developed an assessment checklist to evaluate West Virginia's state agency websites (Appendix C). The assessment checklist lists several website elements including a search tool, public records, budget data, mission statement, an organizational chart, Freedom of Information request, agency history, and website update status. An agency can score a total of 50 points on the checklist, 18 in user-friendliness and 32 in transparency. As illustrated in Table

6, DMV’s website scored a total of 29 points. This total comprises 13 points, or 72 percent, for user-friendliness and 16 points, or 50 percent, of the possible points for transparency. This means that overall, the website scores well and it only needs modest improvements with respect to user-friendliness; however, more improvements can be made in the area of transparency.

Category	Possible Points	Agency Points	Percentage
User-Friendly	18	13	72%
Transparent	32	16	50%
Total	50	29	58%

Source: PERD’s review of the DMV’s website as of August 1, 2022.

The DMV’s Website Is Navigable, But Additional User-Friendly Features Should Be Considered

The DMV’s website is easy to navigate as there is a link to every page on the top of the website; however, the website lacks foreign language accessibility, site functionality which includes buttons to adjust font size, an online survey of website quality, and RSS feeds. According to the Flesch-Kincaid Reading Test, the average readability of the text is on a 4th grade level, which is lower than the recommended 7th grade level for readability.

DMV’s website scored a total of 29 points. This total comprises 13 points, or 72 percent, for user-friendliness and 16 points, or 50 percent, of the possible points for transparency.

User-Friendly Considerations

The DMV should consider providing some of the following attributes that could improve user-friendliness:

- **Foreign Language Accessibility-** A link to translate all webpages into languages other than English.
- **Site Functionality-** The website uses sans serif fonts. However, it should also include buttons to adjust font size, and resizing should not distort site graphics or text.
- **Online Survey/Poll-** A short survey that pops up and requests users to evaluate the website.
- **RSS Feeds-** This allows subscribers to receive regularly updated work (i.e. blog posts, news stories, audio/video, etc.) in a standardized format.

The Website Has Some Transparency Features but Improvements Can Be Made

A website that is transparent should promote accountability and provide information for citizens about how well the DMV is performing, as well as encouraging public participation. The DMV's website has 50 percent of the core elements that are necessary for a general understanding of the agency's mission and performance. The agency's website contains important transparency features such as email contact information, its telephone number and address, privacy policy and complaint form access, W.Va. Code information, available publications, and website updates.

The DMV's website has 50 percent of the core elements that are necessary for a general understanding of the agency's mission and performance.

Transparency Considerations

The DMV should consider providing additional elements to the website to improve transparency. The following are some attributes that could be beneficial:

- **Budget-** Budget data available at the checkbook level, ideally in a searchable database.
- **FOIA Information-** An online submission form for FOIA requests.
- **Agency History-** The agency's website should include a page explaining how the agency was created, what it has done, and how, if applicable, has its mission changed over time.
- **Agency Organizational Chart-** A narrative describing the agency's organization in a pictorial representation such as a hierarchy/organizational chart.
- **Audio/Video Features-** Allows users to access and download relevant audio and video content.
- **Performance Measures/Outcomes-** A page linked to the homepage explaining the agency's performance measures and outcomes.
- **Job Postings/Links to Personnel Division-** The agency should have a section on homepage for open job postings and a link to the application page for the Personnel Division.

The legislative auditor finds that modest improvements are needed to the DMV's website overall. Although not much is needed on the side of user-friendliness, more improvements should be considered on the side of transparency as suggested in the report.

Conclusion

The legislative auditor finds that modest improvements are needed to the DMV's website overall. Although not much is needed on the side of user-friendliness, more improvements should be considered on the side of transparency as suggested in the report.

Recommendation

5. *The DMV should consider modest improvements to its website to provide more transparency and user friendliness for online public users.*

Appendix A Transmittal Letter

WEST VIRGINIA LEGISLATURE *Performance Evaluation and Research Division*

1900 Kanawha Blvd., E.
Building 1, Room W-314
Charleston, WV 25305-0610
(304) 347-4890



John Sylvia
Director

August 09, 2022

Everett J. Frazier, Commissioner
Division of Motor Vehicles
5707 MacCorkle Ave, SE
Charleston, WV 25317

Dear Commissioner Frazier:

This is to transmit a draft copy of the performance review of the Division of Motor Vehicles. This report is tentatively scheduled to be presented during the September 11 through 13 interim meetings of the Joint Committee on Government Operations, and the Joint Committee on Government Organization. We will inform you of the exact time and location once the information becomes available. It is expected that a representative from your agency be present at the meeting to answer any questions committee members may have during or after the meeting.

If you would like to schedule an exit conference to discuss any concerns you may have with the report, please notify us by Tuesday, August 16, 2022. In addition, we need your written response by noon on Friday, August 26, 2022 in order for it to be included in the final report. If your agency intends to distribute additional material to committee members at the meeting, please contact the House Government Organization staff at 304-340-3192 by Thursday, September 8, 2022 to make arrangements.

We request that your personnel not disclose the report to anyone unaffiliated with your agency. However, the Legislative Auditor advises that you inform any non-state government entity of the content of this report if that entity is unfavorably described, and request that it not disclose the content of the report to anyone unaffiliated with its organization. Thank you for your cooperation.

Sincerely,

A handwritten signature in blue ink that reads "Jill Mooney".

Jill Mooney
Research Manager

Enclosure

Appendix B

Objectives, Scope and Methodology

The Performance Evaluation and Research Division (PERD) within the Office of the Legislative Auditor conducted this performance review of the Division of Motor Vehicles (DMV) as part of the Agency Review of the Department of Transportation, as required and authorized by the West Virginia Performance Review Act, Chapter 4, Article 10, of the *West Virginia Code*, as amended. The purpose of the DMV, as established in West Virginia Code §17A-2, is to provide essential motor vehicle and driver services, facilitate interstate travel by promoting reciprocity for West Virginia vehicles and drivers in other states, promote highway safety, and collect revenue for highway maintenance and construction programs.

Objectives

The objectives of this audit were to determine if the DMV is positioning itself to reduce its operating costs as the expansion of technology becomes more available to serve the public, and to evaluate the DMV's website for user-friendliness and transparency.

Scope

The scope of this report consisted of DMV's regional offices and its centralized headquarters for the period of 2014 to 2022. The evaluation included a review of regional office, kiosk, and online transaction statistics as well as regional office and headquarter staffing levels for FY 2009 through FY 2022. Additionally, the review included a review of which DMV transactions are available online, at kiosks, and at regional offices. Furthermore, this evaluation included a review of key features of DMV's website.

Methodology

PERD gathered and analyzed several sources of information and conducted audit procedures to assess the sufficiency and appropriateness of the information used as audit evidence. The information gathered and audit procedures are described below.

Testimonial evidence was gathered for this review through interviews with the DMV to gain a better understanding of the DMV's data and regional office operations. Testimonial evidence was confirmed by written statements, and in some cases by corroborating evidence.

PERD obtained and analyzed DMV's regional office productivity reports, agency staffing level reports, and annual reports. PERD gathered online and kiosk transaction statistics and in-person transaction statistics at the regional offices from FY 2014 and FY 2022. The purpose was to document the change in the number of in-person transactions at regional offices over the scope of the audit and how staffing levels changed. A description of how data are collected from regional offices and online suggested that the data were sufficient and appropriate. Staffing information for regional and central offices, and revenue and expenditure data came from the West Virginia Our Advanced Solution with Integrated Systems (OASIS). PERD determined these data to be appropriate and sufficient through the routine testing of OASIS data conducted by the Office of the Legislative Auditor as described below.

The decline in in-person transactions led to the logical conclusion that customer service improved as DMV transactions could be conducted in the convenience of people's homes or convenient locations, which results in cost and time savings from the elimination of driving to regional offices and waiting for services at a regional office. A logical assumption was also made that wait-times at regional offices were likely declining as less people were at regional offices and staffing levels at regional offices remained the same. The agency did not have data to confirm reductions in wait-time at regional offices; therefore, we recommended that such data be collected. Although there are no criteria that require reductions in operating costs as the DMV expanded technology, PERD identified the desired condition that the State's operating costs could be reduced as technology expanded and that an optimal point should be considered in which both the public and the State could benefit from the greater use of technology in delivering DMV services.

In order to evaluate state agency websites, the Legislative Auditor conducted a literature review of government website studies, reviewed top-ranked government websites, and reviewed the work of groups that rate government websites in order to establish a master list of essential website elements. The Brookings Institute's "2008 State and Federal E-Government in the United States" and the Rutgers University's 2008 "U.S. States E-Governance Survey (2008): An Assessment of State Websites" helped identify the top ranked states in regards to e-government. The Legislative Auditor identified three states (Indiana, Maine and Massachusetts) that were ranked in the top 10 in both studies and reviewed all 3 states' main portals for trends and common elements in transparency and open government. The Legislative Auditor also reviewed a 2010 report from the West Virginia Center on Budget and Policy that was useful in identifying a group of core elements from the master list that should be considered for state websites to increase their transparency and e-governance. It is understood that not every item listed in the master list is to be found in a department or agency website because some of the technology may not be practical or useful for some state agencies. Therefore, the Legislative Auditor compared the DMV's website to the established criteria for user-friendliness and transparency so that the DMV can determine if it is progressing in step with the e-government movement and if improvements to its website should be made.

The Office of the Legislative Auditor reviews the statewide single audit and the Division of Highways financial audit annually with regards to any issues related to the State's financial system known as the West Virginia Our Advanced Solution with Integrated Systems (OASIS). The Legislative Auditor's staff requests and reviews on a quarterly basis any external or internal audit of OASIS. In addition, through its numerous audits, the Office of the Legislative Auditor continuously tests the OASIS financial information. Also, at the start of each audit, PERD asks audited agencies if they have encountered any issues of accuracy with OASIS data. Based on these actions, along with the audit tests conducted on audited agencies, it is our professional judgement that the information in OASIS is reasonably accurate for auditing purposes under the 2018 Government Auditing Standards (Yellowbook). However, in no manner should this statement be construed as a statement that 100 percent of the information in OASIS is accurate.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix C

Website Criteria Checklist and Points System

Website Criteria Checklist and Points System			
User-Friendly	Description	Total Points Possible	Total Agency Points
Criteria	The ease of navigation from page to page along with the usefulness of the website.	18	13
		Individual Points Possible	Individual Agency Points
Search Tool	The website should contain a search box (1), preferably on every page (1).	2 points	2
Help Link	There should be a link that allows users to access a FAQ section (1) and agency contact information (1) on a single page. The link's text does not have to contain the word help, but it should contain language that clearly indicates that the user can find assistance by clicking the link (i.e. "How do I...", "Questions?" or "Need assistance?")	2 points	2
Foreign language accessibility	A link to translate all webpages into languages other than English.	1 point	0
Content Readability	The website should be written on a 6 th -7 th grade reading level. The Flesch-Kincaid Test is widely used by Federal and State agencies to measure readability.	No points, see narrative	
Site Functionality	The website should use sans serif fonts (1), the website should include buttons to adjust the font size (1), and resizing of text should not distort site graphics or text (1).	3 points	2
Site Map	A list of pages contained in a website that can be accessed by web crawlers and users. The Site Map acts as an index of the entire website and a link to the department's entire site should be located on the bottom of every page.	1 point	1
Mobile Functionality	The agency's website is available in a mobile version (1) and/or the agency has created mobile applications (apps) (1).	2 points	1
Navigation	Every page should be linked to the agency's homepage (1) and should have a navigation bar at the top of every page (1).	2 points	2
FAQ Section	A page that lists the agency's most frequent asked questions and responses.	1 point	1
Feedback Options	A page where users can voluntarily submit feedback about the website or particular section of the website.	1 point	1
Online survey/poll	A short survey that pops up and requests users to evaluate the website.	1 point	0
Social Media Links	The website should contain buttons that allow users to post an agency's content to social media pages such as Facebook and Twitter.	1 point	1

Website Criteria Checklist and Points System			
RSS Feeds	RSS stands for “Really Simple Syndication” and allows subscribers to receive regularly updated work (i.e. blog posts, news stories, audio/video, etc.) in a standardized format.	1 point	0
Transparency	Description	Total Points Possible	Total Agency Points
Criteria	A website which promotes accountability and provides information for citizens about what the agency is doing. It encourages public participation while also utilizing tools and methods to collaborate across all levels of government.	32	16
		Individual Points Possible	Individual Agency Points
Email	General website contact.	1 point	1
Physical Address	General address of stage agency.	1 point	1
Telephone Number	Correct telephone number of state agency.	1 point	1
Location of Agency Headquarters	The agency’s contact page should include an embedded map that shows the agency’s location.	1 point	1
Administrative officials	Names (1) and contact information (1) of administrative officials.	2 points	2
Administrator(s) biography	A biography explaining the administrator(s) professional qualifications and experience.	1 point	1
Privacy policy	A clear explanation of the agency/state’s online privacy policy.	1 point	1
Complaint form	A specific page that contains a form to file a complaint (1), preferably an online form (1).	2 points	1
Budget	Budget data is available (1) at the checkbook level (1), ideally in a searchable database (1).	3 points	0
FOIA information	Information on how to submit a FOIA request (1), ideally with an online submission form (1).	2 points	0
Calendar of events	Information on events, meetings, etc. (1) ideally imbedded using a calendar program (1).	2 points	1
Mission statement	The agency’s mission statement should be located on the homepage.	1 point	1
Agency history	The agency’s website should include a page explaining how the agency was created, what it has done, and how, if applicable, has its mission changed over time.	1 point	0

Website Criteria Checklist and Points System			
Public Records	<p>The website should contain all applicable public records relating to the agency’s function. If the website contains more than one of the following criteria the agency will receive two points:</p> <ul style="list-style-type: none"> • Statutes • Rules and/or regulations • Contracts • Permits/licensees • Audits • Violations/disciplinary actions • Meeting Minutes • Grants 	2 points	1
e-Publications	Agency publications should be online (1) and downloadable (1).	2 points	2
Agency Organizational Chart	A narrative describing the agency organization (1), preferably in a pictorial representation such as a hierarchy/organizational chart (1).	2 points	0
Graphic capabilities	Allows users to access relevant graphics such as maps, diagrams, etc.	1 point	1
Audio/video features	Allows users to access and download relevant audio and video content.	1 point	0
Performance measures/ outcomes	A page linked to the homepage explaining the agencies performance measures and outcomes.	1 point	0
Website updates	The website should have a website update status on screen (1) and ideally for every page (1).	2 points	1
Job Postings/links to Personnel Division website	The agency should have a section on homepage for open job postings (1) and a link to the application page Personnel Division (1).	2 points	0

Appendix D Agency Response



WEST VIRGINIA DEPARTMENT OF TRANSPORTATION

Division of Motor Vehicles

5707 MacCorkle Avenue, Southeast
Post Office Box 17200
Charleston, West Virginia 25317-0010 • (304) 558-3900
TDD: (800) 742-6991 • (800) 642-9066

Everett J. Frazier
Commissioner
Division of Motor Vehicles

Jimmy Wriston, P.E.
Secretary of Transportation
Commissioner of Highways

August 24, 2022

Via Email Only to: jill.mooney@wvlegislature.gov

Ms. Jill Mooney, Research Manager
West Virginia Legislature
Performance Evaluation and Research Division
Joint Committee on Government and Finance
1900 Kanawha Blvd., E.
Building 1, Room W-314
Charleston, West Virginia 25305-0610

Re: Response Draft PERD Audit Letter

Dear Ms. Mooney,

Thank you for your hard work and the hard work of your team. I know the audit encompassed a great deal of data over a large amount of time which was complicated due to interruptions caused by the pandemic. I appreciate the effort that the Performance Evaluation and Research Division put into the performance review of the Division of Motor Vehicles.

I relish the opportunity to better serve the citizens of our great State and I strive to provide better service on a continual basis. No state agency should rest on its laurels or be satisfied to continue practices or processes just because that is the way it has always been. Since Governor Justice named me as Commissioner, I have made customer service a top priority. I want each DMV customer to feel like a valued guest whether the service is provided in-person, online or telephonically. I know that we have a lot of work to do to get close to the goals I have set for the agency, but I can promise that I will never be fully satisfied because no matter how well we perform, we can always do better.

Technology has placed the world at our fingertips. Instant gratification is more possible and more expected now than any time in the past. The government sector traditionally is slower

Jill Mooney, Research Manager
August 24, 2022
Page 2

at employing technology than the private sector due to many legitimate challenges and customers of government agencies have suffered for it.

The Legislature has placed a clear focus on the use of technology by State government and has embraced technology initiatives to improve the lives of every West Virginian. DMV has worked hard to use available technology to bring services to customers where they live through an online portal to meet the demands of a modern society. At the same time, DMV has worked hard to improve in-person services to limit drive time to and from an office, wait time at the office and the service time it takes to complete the desired transaction. The DMV is grateful that the Legislature funded improvements to the vehicle system that will enable the DMV to move vehicle records from the state mainframe system to a modern web-based system for Digital Titles and electronic liens. DMV has transitioned licensed motor vehicle dealers to the new system this summer in phase one of a 3-year rollout. Upon completion, even casual sales between customers can be accomplished electronically without the need to visit an office in-person or to physically mail any documents to the DMV. At the same time, DMV is continuing the process to replace the driver system records that reside on the state mainframe.

Thank you again for your performance review. Please find attached specific responses to your recommendations in addition to a sample of weekly reporting for Regional Offices submitted to me. I will make representatives available for the interim meeting and encourage you to contact me at any time.

Sincerely,



Everett J. Frazier
Commissioner, WV DMV

EJF/AH/jar
enclosure: as stated

cc: Christopher Carney (via email only)

Issue 1: As the Expansion of Technology Is Reducing In-Person Transactions at DMV Regional Offices, the DMV Needs to Plan Towards Optimizing Efficiency Gains Between the Benefits to the Public and Lowering the State's Operating Costs

Recommendation

1. *The DMV should consider developing plans that determine the correlation between online and Kiosk transactions, regional office wait-times, transactions per regional office employee, customers per regional office employee, regional office staffing, and non-regional office staffing.*

The DMV agrees with the recommendation. In addition, we should consider the correlation between the above and registration renewal transactions conducted at Sheriff's offices and transactions at License Services. The plans should further the goal of prompt quality customer service and bolster recent efforts to recruit and retain a highly trained workforce so that the average tenure of regional office personnel exceeds the current 3 years.

2. *The plans should also establish goals for customer wait-times, and online and Kiosk transactions as a percentage of total transactions.*

The DMV agrees with the recommendation. The DMV has internal goals for customer wait-times. These include goals for drive time to and from the office, wait time at the office and service time. DMV has sought to increase online and Kiosk transactions by continuously adding transaction types to online service. DMV regularly monitors online and Kiosk transactions and seeks increases.

3. *The DMV should compile data on wait-times, the number of service-seeking customers at regional offices, and the average in-person transaction time.*

The DMV agrees with the recommendation. DMV has recently collected data on wait-times, service-seeking customers and the average in-person transaction time. Please see the attached report as an example of what is currently being produced on a weekly basis for consideration.

4. *The DMV should determine the optimal point in which regional office staffing can be reduced considering data on wait-times, in-person transaction percentages of total transactions, in-person transactions per regional office employee, and the number of customers per regional office employee.*

The DMV agrees with the recommendation. Regional office personnel have been consistently utilized to complete transactions primarily assigned to employees in the main office to facilitate processes encumbered by the cyclic nature of licensing and registration and impacted by failures in technology. The DMV is in the process of implementing a Digital Title process which can reduce the necessity for a customer to appear in-person to complete title transactions. This will enable the DMV to continue to cross-train regional

office employees to shift “back end” work to reduce transaction times both at regional offices and in the main office and to serve as support staff for online services. In addition, DMV can assess other factors that dictate staffing size at regional offices such as hours of operation and proximity of other offices.

Issue 2: The DMV Has a Good Website that Only Needs Modest Improvement to Enhance User-Friendliness and Transparency

Recommendation

- 1. The DMV should consider modest improvements to its website to provide more transparency and user friendliness for online public users.*

The DMV agrees with this recommendation. Our intention is to implement the suggested changes as soon as possible. In addition, DMV continuously seeks employee and customer input for potential improvements to the website.

Regional Office Weekly Report - 8/8

	Walk in	Appt Held	No Show	Assisted not processed	Appt Scheduled	Customers Served	Average wait time	Average service time
Beckley	691	243	81	59	324	934	0:57:38	0:19:28
Charles Town	1065	233	65	223	298	1298	0:53:19	0:15:55
Clarksburg	1068	117	25	160	142	1185	0:15:49	0:15:36
Elkins	857	63	21	102	84	920	0:16:37	0:14:44
Fairmont	529	181	40	40	221	710	0:56:34	0:15:00
Flatwoods*	475	0	0	3	0	475	0:06:26	0:05:49
Franklin*	156	0	0	3	0	156	0:04:21	0:24:35
Huntington	862	206	73	34	279	1068	0:29:38	0:18:50
Kanawha City	1323	269	138	48	407	1592	0:30:22	0:15:54
Keyser	546	61	17	140	78	607	0:03:40	0:25:42
Lewisburg	499	59	17	138	76	558	0:12:02	0:18:57
Logan	522	126	26	30	152	648	0:23:25	0:13:19
Martinsburg	988	290	93	73	383	1278	0:40:52	0:17:06
Moorefield*	488	0	0	81	0	488	0:08:09	0:12:35
Morgantown	773	253	64	134	317	1026	1:15:26	0:17:19
Moundsville	615	204	76	201	280	819	0:19:50	0:25:05
Parkersburg	1061	229	63	98	292	1290	0:34:57	0:11:32
Point Pleasant*	468	0	0	35	0	468	0:09:12	0:16:02
Princeton	815	182	35	129	217	997	0:08:59	0:16:04
Spencer*	419	0	0	39	0	419	0:23:22	0:15:44
Summersville	701	72	19	181	91	773	0:05:58	0:12:17
Weirton	602	101	18	78	119	703	0:14:40	0:09:19
Welch*	364	0	0	12	0	364	0:03:15	0:10:11
Williamson*	347	0	0	49	0	347	0:03:54	0:23:11
Winfield	1037	245	66	71	311	1282	0:57:59	0:14:38
TOTAL	17271	3134	937	2161	4071	20405	0:30:29	0:15:51

*Walk In Service Only



WEST VIRGINIA OFFICE OF THE LEGISLATIVE AUDITOR

PERFORMANCE EVALUATION & RESEARCH DIVISION

Building 1, Room W-314, State Capitol Complex, Charleston, West Virginia 25305

telephone: 1-304-347-4890 | www.legis.state.wv.us/Joint/PERD/perd.cfm | fax: 1-304-347-4939