

The seal of the U.S. Department of Transportation is visible in the background, featuring a central shield with a scale of justice, a plow, and a sheaf of wheat, surrounded by the text "DEPARTMENT OF TRANSPORTATION" and "CENTURY OF SERVICE".

**Task Force on  
Transportation and  
Customer Service  
Efficiency**

**Report**

**November 1, 2014**

# Task Force on Transportation and Customer Service Efficiency

## HB4047 (2014) Executive Summary

The Task Force on Transportation and Customer Service Efficiency was created by House Bill 4047 (2014) to study the efficiency of services provided at the Driver and Motor Vehicle (DMV) field offices, and to make recommendations on changes and improvements to DMV's customer service delivery methods. The eleven members of the Task Force learned about the details of services provided by the DMV and saw the work required behind the scenes to deliver these services to the public. The Task Force:

- met five times between June and November 2014;
- heard presentations from subject matter experts;
- completed on-site inspections of a DMV field office and DMV Headquarters;
- gathered public input from monthly customer surveys; and
- completed a survey of field office employees to get direct input from customer-facing staff.

### Findings

Task Force members were surprised by the age of systems in operation at the DMV and the rudimentary nature of technology that hinders the delivery of services. DMV employees manage to provide positive customer service despite the obstacles of computer software from the 1970s and a paper-intensive process. Customer surveys over the past five years show that a third of customers are unsatisfied with their wait time, but consistently over 85 percent of customers consider employee courtesy, helpfulness and knowledge as good or excellent. This level of customer satisfaction is a testament to employees' commitment and dedication to the DMV's mission.

The prominent customer complaint about DMV services is long waits for service in field offices. Increased staffing or extended office hours could offer some improvement for customers, but the need for significant back-office support makes extended hours an expensive proposition. The Task Force recommendations provide greater opportunity to expand options for customers and improve service delivery.

### Primary Recommendation

**The Task Force recommends replacement of existing computer systems.** It is clear to the Task Force that to make transformational improvements to service delivery, reduce wait times, increase online services and meet customer expectations, **replacement of computer systems is essential and must be prioritized.**

The need for new technology was identified by DMV staff, who have been working with consultants and service providers to plan a strategy for this complicated task. The DMV understands that this is also an opportunity to update business processes and streamline how services are provided. The Task Force recommends the Legislature support the DMV in this effort.

The table below provides some examples of the limitations of the current system:

Current characteristic	Business Impact
Outdated COBOL programming language	Lack of modern programming language limits ability to innovate (e.g. online and self-service options)
Silo design of computer programs	Time consuming and costly to make changes. Lack of integration impedes a complete view of DMV customer information in one place
Manual and paper-intensive processes	Unable to utilize electronic filing and document processing techniques
Unsupported COBOL language	System support at risk due to difficulty hiring IT staff with experience using older languages and development protocols
Microfiche archiving	Increased time and space required to store and access records

## Additional Recommendations

DMV has been actively pursuing opportunities to make improvements to customer service. Listed below are current initiatives that the Task Force recommends the Legislature support where necessary:

- **Acceptance of debit and credit cards**

The DMV has started an 18 month project to accept debit and credit cards at DMV field offices. This option is a frequent request of customers and will help improve customer satisfaction.

- **Fee increase for computer system and card transactions**

The Task Force recommends a minimal increase in DMV fees to fund a replacement computer system and debit and credit card charges. Increasing fees will protect the State Highway Fund. The fee should be the same regardless of payment method (no extra fee to use a credit card) or service channel (field office or online transactions).

- **Allowing an online transaction print-out to be used as proof of registration renewal**

Surveys have shown that some internet-savvy customers come to the field office for registration renewal when an online transaction can't deliver stickers before their vehicle registration expires. This proposed legislative amendment seeks to expand the number of customers who make use of the online option.

- **Recommendations to ODOT Director**

Suggestions for improvements to customer service delivery methods that do not require immediate legislative action to implement have been made in a letter to the Director of Transportation.

## Task Force Membership

Catherine Webber, Chair	Customer of DMV
Chris Edwards, State Senator (Eugene)	Senate Member
Chris Gorsek, State Representative (Troutdale)	House Member
Kim Thatcher, State Representative (Keizer)	House Member
Judith Gray, City of Tigard / City of Portland	Local Government
Tim Hendrix, Publishing and Distribution	Dept. of Administrative Services
Nick Hopper, Transportation Service Rep	DMV Represented Employee
David Jostad, May Trucking Company	Freight Trucking
Tom McClellan, DMV Administrator	Field Office Administrator
Margaret Stephens	Customer of DMV
Susan Thayer, EAN HOLDINGS LLC- DBA- Enterprise Rent-A-Car	Vehicle Sales

Members of the Task Force thank ODOT and DMV staff for supporting their work.

## Reference Documents

The following key documents were presented to the Task Force and were used to inform their recommendations, additional documents and agendas of the task force meetings are available on the Task Force webpage at: [http://www.oregon.gov/DAS/Pages/HB4047\\_TaskForce.aspx](http://www.oregon.gov/DAS/Pages/HB4047_TaskForce.aspx)

- Letter to Director of Transportation *Task Force, November 1, 2014*
- Strategic Plan for DMV Modernization, Report *Mathtech, September 20, 2013*
- DMV Systems Modernization, PowerPoint *DMV, September 2014 meeting*
- Debit/Credit Card Special Initiative, PowerPoint *DMV, August 2014 meeting*
- Proof of Registration Renewal, Report *DMV, July 2014*
- Briefing Document for Task Force members *Task Force, June 2014*
- DMV Customer Service in the US, PowerPoint *AAMVA, August 2014 meeting*
- Customer Satisfaction Survey Results 2009-2013 *DMV, 2014*
- Field Office Employee Survey Results *Task Force, September 24, 2014*
- Extended Hours Evaluation Nov 2010 – Aug 2011 *DMV, 2011*
- House Bill 4047 Enrolled *2014 Session*

Copies of the report are available online at [http://www.oregon.gov/DAS/Pages/HB4047\\_TaskForce.aspx](http://www.oregon.gov/DAS/Pages/HB4047_TaskForce.aspx)

**Legislative Members:**

Sen. Chris Edwards  
Rep. Chris Gorsek  
Rep. Kim Thatcher

**Staff:**

Nathan Rix, Project Manager, DAS  
Robert Underwood, Project Coordinator, DAS



**Non-Legislative Members:**

Judith Gray  
Tim Hendrix  
Nick Hopper  
David Jostad  
Tom McClellan  
Margaret Stephens  
Susan Thayer  
Catherine Webber

**TASK FORCE on TRANSPORTATION and CUSTOMER SERVICE EFFICIENCY**

October 31, 2014

Matthew L. Garrett, Director  
Oregon Department of Transportation  
355 Capitol Street NE,  
Salem, OR 97301

**Re: Task Force on Transportation and Customer Service Efficiency Recommendations**

Director Garrett,

On behalf of the Task Force on Transportation and Customer Service Efficiency created by House Bill 4047 (2014), we would like to offer the following recommendations for changes and improvements to existing customer service delivery methods at DMV field offices. These recommendations are in addition to those in the report to the Legislature, which are focused on areas where legislative involvement is necessary or useful for success. The executive summary submitted to legislators is included with this letter and the complete report is available online at: [http://www.oregon.gov/DAS/Pages/HB4047\\_TaskForce.aspx](http://www.oregon.gov/DAS/Pages/HB4047_TaskForce.aspx)

The main complaint of customers is the length of time spent waiting to complete a field office transaction. These recommendations attempt to mitigate this problem in a variety of ways:

- **'Live' field office wait times posted online**

The DMV has existing internal information about current wait times in field offices that should be made available on the DMV webpage; this will help customers choose the best time to visit.

- **Lobby/queue management system**

Electronic queue management systems offer a way to manage customers in real-time, and can even allow customers to join a 'virtual' line and leave the field office to complete other tasks while they wait.

- **Scheduling of appointments**

Appointments that allow commercial customers and vehicle dealers to complete unlimited transactions at one time with one payment are a more efficient use of customer and DMV employee time.

- **Kiosks**

Examples from other states suggest that kiosks can offer benefits to DMV customers such as expanded hours, increased locations and express transactions. The Task Force recommends that DMV study kiosks and consider adding them to its customer service channels.

- **Customer information placards**

Customers are often frustrated by empty counters when there is a backlog. As the Task Force learned why staff are required at times to leave the counter, e.g. to conduct drive tests, they felt that communicating these reasons to customers would help improve the customer experience.

- **Wi Fi in field offices**

Providing Wi-Fi access in select field offices would offer entertainment options to occupy waiting customers and may also allow customers to complete other necessary transactions, such as paying fines, that impact their DMV transaction.

- **Adequate staffing**

Larger field offices that provide back-up staff for nearby offices to cover illness or vacation often find they cannot keep up with their own workload. Increasing large office staff in anticipation of needing to back-fill could avoid over-extending limited resources.

Throughout this process the Task Force has been impressed by the energy, competence and dedication of DMV employees at every level. They have been a great resource to the Task Force and have provided an excellent education in a short amount of time.

Sincerely,

Catherine Webber  
Chair