



Department of Motor Vehicles

Update

for the

House Appropriations Committee

Richard D. Holcomb
DMV Commissioner
October 18, 2021

Department of



Motor Vehicles

Pandemic Lessons

- History of progressiveness and investments in technology enabled DMV to continue operating
- Customer-centric with balanced approach for efficient government service
- Flexibility to adjust is necessary

Maintaining Service

- Began offering online transactions in 1999
- DMV never closed; while in-person service suspended for two months, continued processing web and mail transactions
- More customers opted for alternative service methods during the pandemic

Adding Remote Services

- Added 10 more online transactions in last 16 months, bringing total to 50
 - Two-year driver's license and ID card renewals
 - Learner's permit replacements
 - Commercial driver's license renewals and replacements
 - Driver privilege card renewals and replacements
 - Limited duration driver's license and learner's permit replacements
 - Payment plan option for Virginians

Results

- May 18, 2020 to October 2, 2021, DMV conducted 22M transactions across all service channels and collected \$4.5B for the Commonwealth
- Conducting an average of 10% more transactions per week
 - Week ending October 2, 2021, 353,000 transactions
 - Pre-pandemic weekly average 309,111

Results

	Pre-COVID-19	Last Week	Difference	Percent Difference
Internet	126,008	181,929	55,922	44%
CSC	103,551	71,007	-32,544	-31%
Online Dealer	32,219	36,873	4,654	14%
Select	23,642	27,635	3,993	17%
Mail	20,110	28,299	8,189	41%
Auto Auction	1,399	2,620	1,221	87%
Phone	1,828	4,433	2,605	142%
Other	355	99	-256	-72%
Grand Total	309,111	352,895	43,784	14%

Week ending October 2, 2021



Listening and Responding

- Appointment service model created safe environments during pandemic
- Provided ability to regulate customer traffic and allow for social distancing
- 77% of customers surveyed indicated desire for continued appointment service

Increasing Capacity

- Opened a second Sterling CSC
- New, larger Smithfield CSC to open in 2022 (to be 76th office)
- Replaced Lexington CSC
- Renovating Charlottesville and Norfolk-Widgeon Road by year's end

Increasing Capacity

- Plan to
 - Open second Chesapeake CSC
 - Relocate 10 CSCs— East Henrico, North Henrico, Fair Oaks, Front Royal, Leesburg, Lorton, Smithfield, Warrenton, Winchester, Woodstock
 - Renovate 10 CSCs— Emporia, Farmville, Hampton, Kilmarnock, Lynchburg, Norfolk-Military Circle, South Hill, Staunton, Tappahannock, Virginia Beach-Buckner

Increasing Capacity

- DMV Connect – 14 mobile processing teams stationed throughout state provide service at convenient community locations
- Expanding over two years
- New teams to be based in Abingdon, Charlottesville, and Virginia Beach
- *DMV 2 Go* mobile office service to resume post-pandemic

Increasing Capacity

- DMV Select – 55 contractual partners assist with vehicle-related transactions
- New partners – Haymarket (July 1), Scottsville (Aug. 16), and Waynesboro (Sept. 7)
- Coming soon – Chesterfield (mid-Dec.) and Urbanna (mid-Jan.)

Increasing Capacity

- Three auto auctions assist processing titles – Fredericksburg, Harrisonburg, and Loudoun
- Third-party CDL testers
- Driver's license knowledge testing in high schools
- Diverse portfolio of services reduces reliance on CSCs



Resuming Walk-in Service

- Goal – maintain customer satisfaction with appointment service while adding walk-in service
- 86% indicate service experience met (35%) or exceeded (51%) expectations
- Research revealed walk-ins and appointments on same days yielded customer dissatisfaction

Hybrid Service Model

- Tuesdays, Thursdays, and Saturdays (where available) – walk-in service for all transactions
- Mondays, Wednesdays, and Fridays – appointment service for transactions generally needing to be conducted in person
- Service choice well received by customers

Preparation

- To accommodate 2.5 walk-in days, appointment opportunities reduced 48%
- No appointments cancelled; 25K appointments scheduled for walk-in days Oct.5 and after rescheduled within one week of original appointment
- Anticipated crowds on initial walk-in days
- Added contract security to 33 locations

Execution

- Managers opened 15 minutes early
- All hands on deck staffing
- Most CSCs reached capacity in the morning; lines tapered off in afternoon
- “Surprisingly calm”
- Statewide average wait time 38 minutes; waits peaked at 2+ hours at few locations
- Customers inside at 5pm closing were served
- Saturdays typically busiest; end of the month (Oct. 30) expected to be very busy

Analyze and Adjust

- Initial review of transactions indicates walk-in services may erode online and mail migration progress
- Analysis will be ongoing
- 16% appointment no-show rate may increase and need to be addressed

Ongoing Concerns

- Health and safety of customers and employees paramount
- Following VDH and CDC guidance
- PPE required for unvaccinated and for all during in-car skills testing

Ongoing Concerns

Illinois Secretary Of State's Office Closes Deerfield Driver Services Facility Due To COVID-19 Cases Among Staff

By [CBS 2 Chicago Staff](#) July 28, 2021

NC DMV suspends Saturday hours at driver's license offices to curb spread of COVID-19

[BY RICHARD STRADLING](#)
SEPTEMBER 01, 2021

Plattsburgh (NY) DMV office closed after COVID outbreak

By WCAX News Team
Sep. 7, 2021

Staffing

- Difficulty competing in current job market
- New employees need one year to be able to process all transactions proficiently; 25% of front counter employees are new
- DMV responsibilities complex, yet competing with fast food restaurants for workers

Staffing

- In September 2021, DMV increased minimum wage to \$15/hour
- Cost \$1.7M per year aimed at attracting quality employees
- Keeping pace with private sector wages will strain financial resources supported by set fees unresponsive to market changes, inflation, or customer demand

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