

**Motor Vehicle Administration
Benchmarking Analysis**

November 27, 2008

**Florida Department of Highway
Safety and Motor Vehicles**

Prepared November 27, 2008 by:

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This report focuses on comparing and understanding your performance and their impact in the following areas:

- Revenues
- Costs
- Transaction Volumes
- Delivery Channel usage
- Service - what you provide your constituents
- Total Volume - Economies of Scale

Your peer group is comprised of the following 9 jurisdictions:

Your Peer Group	(000s) Registered Vehicles	Licensed Drivers
Florida Department of Highway Safety and Motor Vehicles	20,558	15,727
District of Columbia Department of Motor Vehicles	270	325
Georgia Department of Driver Services	8,431	6,534
Commonwealth of Virginia Department of Motor Vehicles	7,489	5,433
Connecticut Department of Motor Vehicles	3,000	2,547
California Department of Motor Vehicles	30,209	24,272
Oregon Driver and Motor Vehicle Services	4,048	2,955
Maryland Motor Vehicle Administration	4,692	3,895
South Carolina Department of Motor Vehicles	3,705	3,112
Average	9,156	7,200
Median	4,692	3,895

Of the 10 core Motor Vehicle Administration activities, you administer 9.

Generally your peers administer the same activities as you do. The exceptions are:

- 5 - Motor Carrier Services
- 6 - Weigh Stations
- 7 - Education Programs
- 11 - Non Comparable Activities

Because these activities are not always administered by your peers, as well as variability in the nature of activities performed, they are excluded from Total Costs and Revenues.

Activities Administered	You	Peers # Yes
Core Activities		
1 - Driver Licensing	yes	9
2 - Titling & Registration	yes	8
3 - Issuing Records	yes	7
4 - Business Licensing & Regulation	yes	8
5 - Motor Carrier Services	yes	6
6 - Weigh Stations	no	1
7 - Education Programs	yes	2
8 - Driver Monitoring	yes	8
9 - Insurance Monitoring	yes	7
10 - Contact Center	yes	9
Non Specific Activities		
11 - Non Comparable Activities	yes	7
12 - Governance & Financial Control	yes	9

*Administration can reside within other government agency. For example, one peer has included the Motor Vehicle Dealer Board, which regulates Dealers (activity 4) even though it is technically within another agency.

You provide your services through 5 Delivery Channels. The following table compares your Delivery Channels relative to your peers:

Delivery Channels used:	You	Peers # Yes
Field Offices	yes	9
Licensed Agents*	yes	8
Transactions by Telephone	yes	9
Web	yes	8
E-tellers	no	2
Mail/Fax	yes	9

*Licensed Agents are physical locations operated by an entity (individual, gov't, business) independent of DMV, that provide staff-assisted services. Dealers that license vehicles that they sell are specifically excluded from our definition.

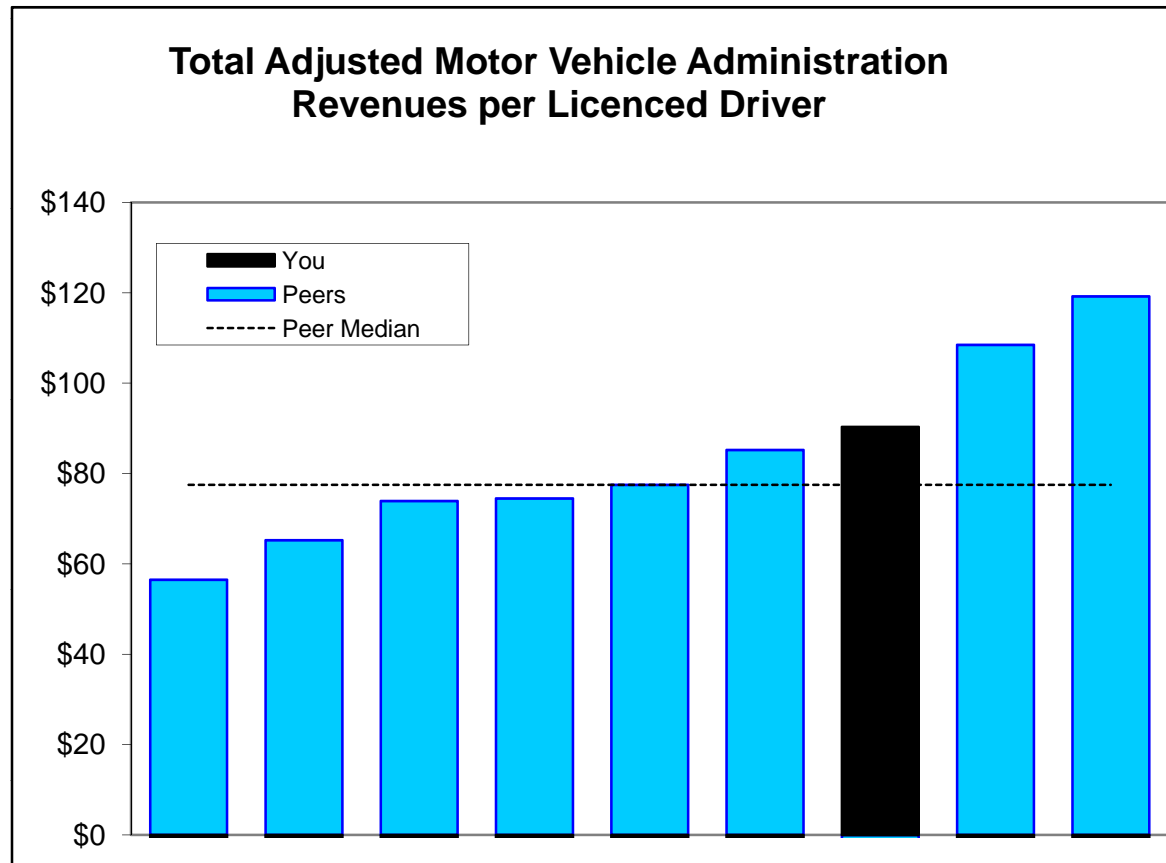
**Your Adjusted Total Cost was \$264.3 million or \$17 per Licensed Driver.
Your Adjusted Total Revenues were \$1,420.4 million or \$90 per Licensed Driver.**

Your Fiscal 2007 Motor Vehicle Administration Costs and Revenues by Activity		
	Costs in 000's	Revenues in 000's
1 - Driver Licensing	\$85,947	\$88,121
2 - Titling & Registration	121,954	1,246,882
3 - Issuing Records	13,337	29,870
4 - Business Licensing & Regulation	8,245	2,741
5 - Motor Carrier Services	4,379	95,632
6 - Weigh Stations	0	0
7 - Education Programs	2,700	4,323
8 - Driver Monitoring	12,198	21,597
9 - Insurance Monitoring	2,692	31,152
10 - Contact Center	7,299	0
11 - Non Comparable Activities	240,820	0
12 - Governance & Financial Control	12,667	0
Total including Non Comparable Activities	\$512,238	\$1,520,317
less:		
Non comparable activities and activities not administered by majority of peers		
5 - Motor Carrier Services	4,379	95,632
6 - Weigh Stations	0	0
7 - Education Programs	2,700	4,323
11 - Non Comparable Activities	240,820	0
Total Adjusted Motor Vehicle Administration Cost / Revenue	\$264,340	\$1,420,363
Total Licensed Drivers in 000s	15,727	15,727
Total Adjusted Motor Vehicle Adm. Cost / Revenue per Lic. Driver	\$17	\$90

Titling & Registration was your most expensive activity. Your highest revenue generating activity was also Titling & Registration.

Activity	% of Total Cost		% of Total Revenues	
	You	Peer Avg	You	Peer Avg
1 - Driver Licensing	32%	29%	6%	11%
2 - Titling & Registration	45%	29%	82%	73%
3 - Issuing Records	5%	3%	2%	5%
4 - Business Licensing & Regulation	3%	3%	0%	1%
5 - Motor Carrier Services	2%	3%	6%	7%
6 - Weigh Stations	0%	1%	0%	0%
7 - Education Programs	1%	0%	0%	0%
8 - Driver Monitoring	4%	7%	1%	2%
9 - Insurance Monitoring	1%	2%	2%	3%
10 - Contact Center	3%	4%	0%	0%
11 - Non Comparable Activities	n/a	n/a	n/a	n/a
12 - Governance & Financial Control	5%	20%	0%	0%
Total	100%	100%	100%	102%

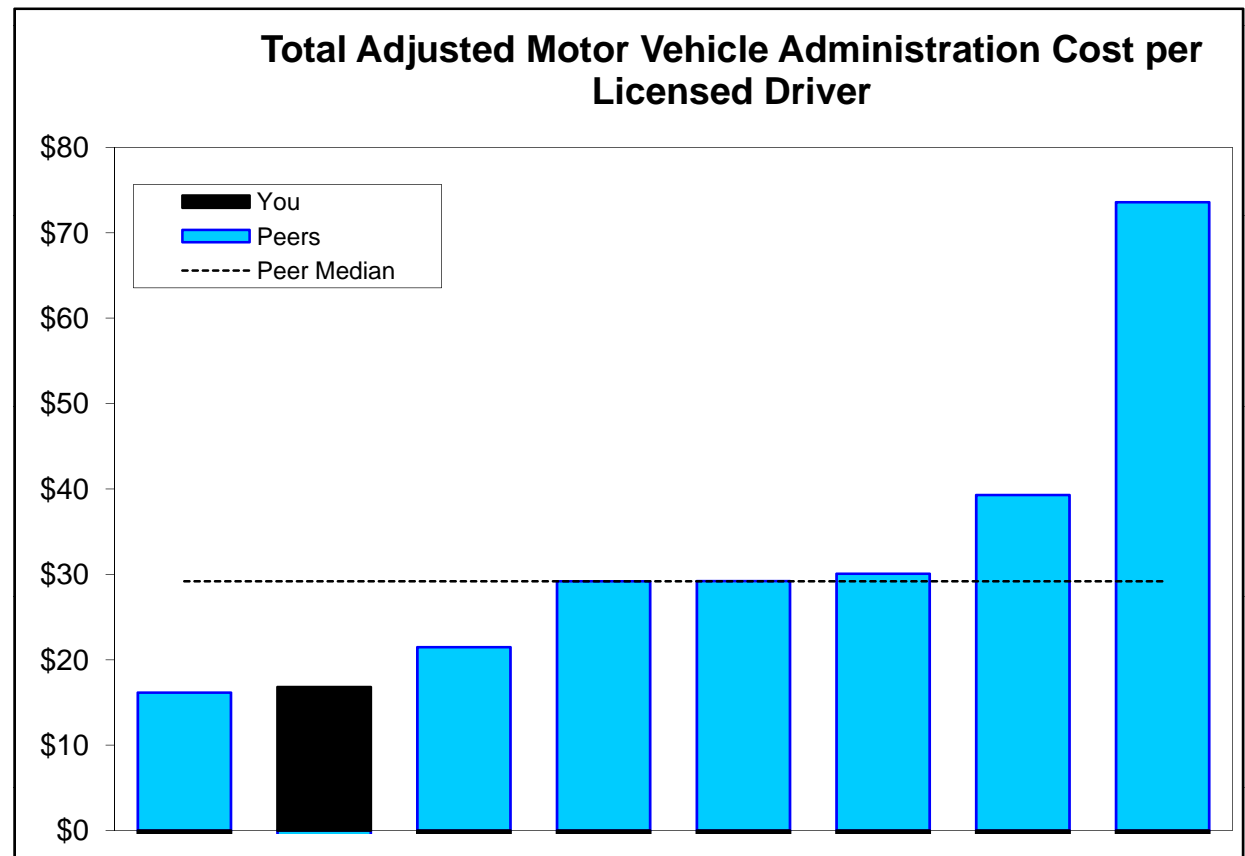
Your Total Adjusted Revenue of \$90 per Licensed Driver was above the peer median of \$77.



DMV's usually have less control over revenue than they do over service and other areas. Furthermore, jurisdictions can have very different principles driving revenue collection. This makes comparisons less meaningful. There are also differences in activities administered which would make comparisons much less meaningful.

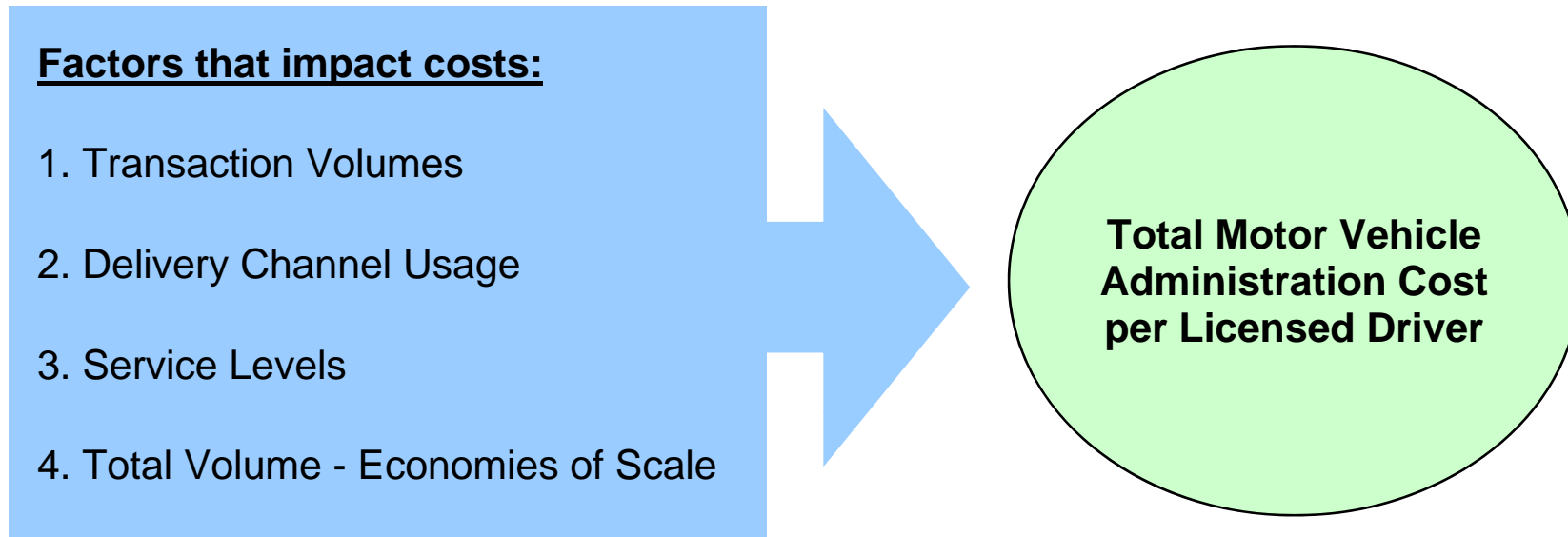
Your Adjusted Total Cost of \$17 per Licensed Driver was below the peer median of \$29.

Comparing your costs directly to your peers can be misleading. This is because differences in costs usually reflect differences in transaction volumes, activities administered and other cost drivers. A better analysis is to compare your actual costs to your Transaction Benchmark Cost, as shown on page 9 of this Executive Summary.



One system does not do vehicle registration, and therefore its total cost is not shown in the above graph.

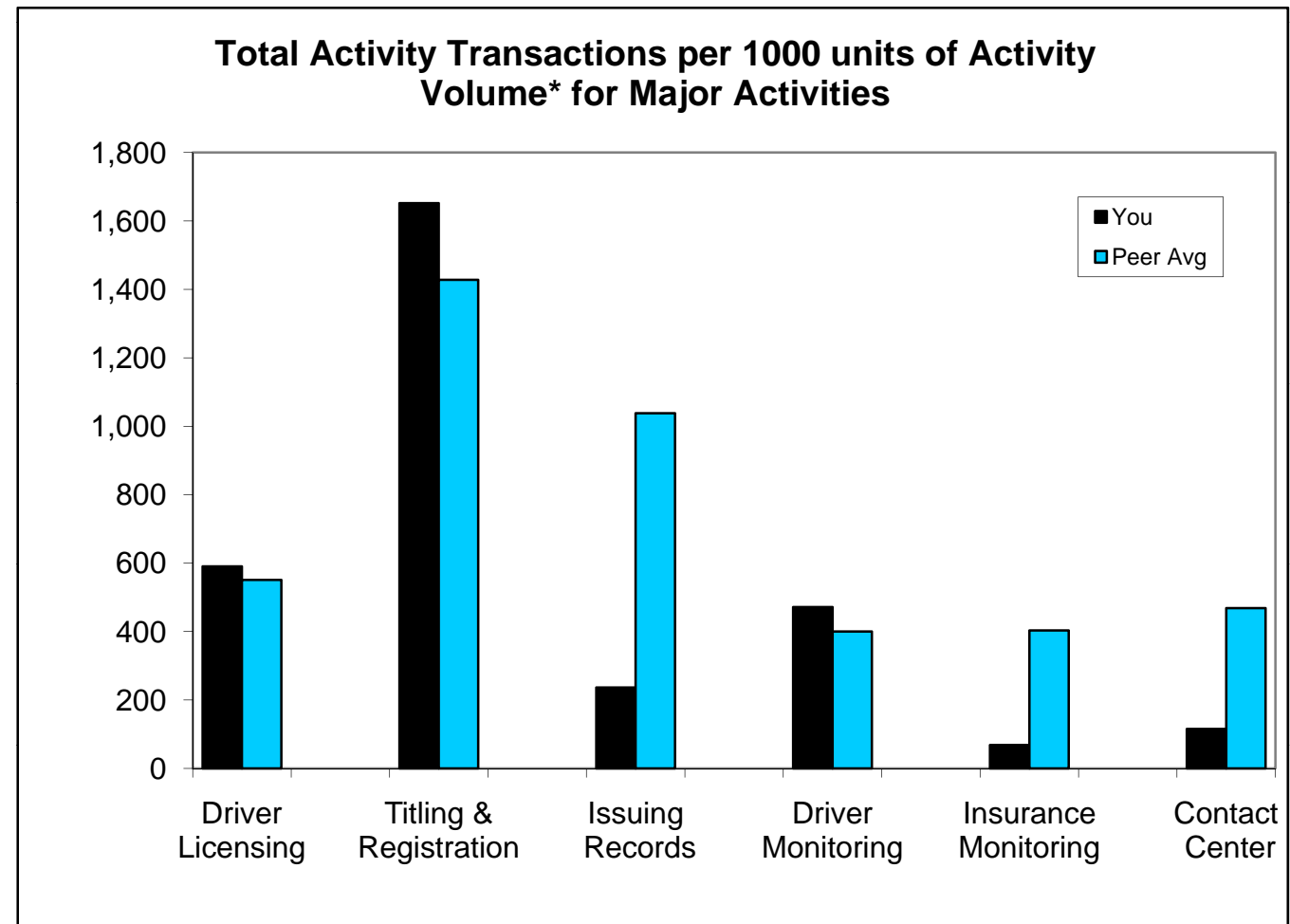
We measure and compare the following 4 factors that impact costs.



1. Transaction Volumes

Where are you doing more transactions? This graph summarizes your Total Transactions for major activities relative to your peers.

This graph provides high level comparisons only, based on Total Activity Transactions per thousand Activity Volume units (e.g., drivers, vehicles). Total Activity Transactions does not take into account that some transactions are costlier than others. This is factored into our Transaction Benchmark Cost, which is shown on the following page.



*Activity Volume units for all above noted activities is Licensed Driver except Titling and Insurance Monitoring which use Registered Vehicles.

1.
Transaction
Volumes

Your Transaction Benchmark Cost is your predicted cost given your transaction volumes.

It equals your transaction volumes by type, such as private driver license renewals or non-commercial-vehicle titles issued, multiplied by our estimate of the average cost of all participants to perform each transaction type.

Your actual Adjusted Total Cost of \$17 per Licensed Driver was below your Transaction Benchmark Cost of \$29. In other words, your total cost was lower than predicted after adjusting for your transaction volumes.

The above is based on your **Adjusted** Total Cost which excludes Motor Carrier, Weigh Stations, Education and Non comparable activities. The following page shows your Transaction Benchmark cost which includes all costs except Activity 11 - Non comparable activities.

Comparison of Your <i>Adjusted</i> Actual Total Cost vs. Transaction Benchmark Cost	
	Cost per
Actual Adjusted Total Cost	\$17
Adjusted Transaction Benchmark Cost	\$29
Difference	(\$12)

1.
Transaction
Volumes

A comparison of your Actual Total Costs excluding Non comparable activities versus your Total Transaction Benchmark Cost is shown below.

On this page, we compare your Total Costs excluding Activity 11 - non comparable activities. This method is consistent with prior years' reports.

Comparison of Your Actual Total Cost vs. Transaction Benchmark Cost	
	Cost per
Actual Total Cost	\$17
Total Transaction Benchmark Cost	\$29
Difference	(\$12)

2. Delivery
Channel Usage

Your customers conducted 80% of their transactions through Lower Cost Delivery Channels. This was above the peer average of 56%.

*Customer Transactions at Field Office versus other Delivery Channels as a % of Total Activity Transactions														
Activity	<u>You</u>							<u>Peer Average</u>						
	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
1 - Driver Licensing	56%	18%	0%	21%	0%	4%	0%	84%	2%	0%	7%	0%	7%	0%
2 - Titling & Registration	12%	72%	0%	5%	0%	7%	3%	48%	27%	0%	4%	0%	16%	4%
3 - Issuing Records	7%	0%	0%	0%	0%	93%	n/a	26%	10%	5%	20%	0%	39%	n/a
4 - Business Licensing & Regulation	11%	87%	0%	0%	0%	1%	0%	28%	12%	0%	0%	0%	49%	12%
5 - Motor Carrier Services	92%	8%	0%	0%	0%	0%	0%	47%	7%	6%	3%	0%	22%	15%
Total Transactions for Activity 1-5	20%	80%						44%	56%					

*Some of your peers were not able to allocate between delivery channels for all transactions.

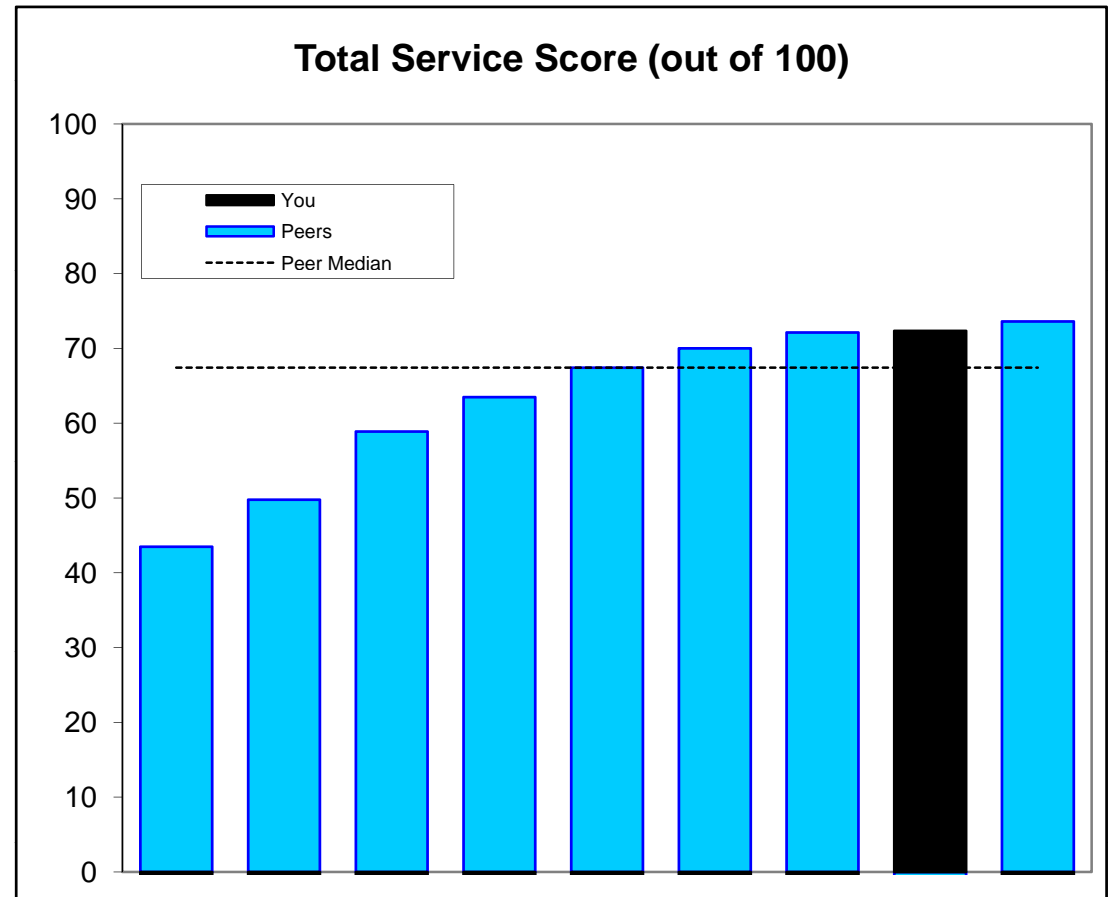
3. Service Levels

Your Total Service score was 72. This was slightly above the peer median of 67.

All else being equal, the higher your Service Score relative to your peers, the higher your costs.

Service is defined as "anything a customer would like before considering costs."

Your Total Service Score is the weighted average of your Activity Service Scores (as shown on page 16). Your weights depend on the activities that you do. If you do not do 'motor carriers' then your service score will have a 0% weight for motor carriers.



3. Service
Levels**Examples of key service measures included in your Service Score:**

Select Key Service Metrics	You	Peer Avg
• Number of picture-license locations per million licensed drivers	13.3	13.4
• Average wait time for a customer service representative	15 min	21 min
• Time from when a Driver's License web transaction is effected until document is mailed	3.0 days	3.4 days
<u>Delivery Channel Options</u>		
• Can customers obtain titling and/or registrations via the:		
a) Web	yes	67%yes
b) Telephone	yes	44%yes
c) Etellers	no	22%yes
d) Mail	<u>yes</u>	<u>78%yes</u>
Total number of Delivery Channel Options for titling and registration	3.0	2.1
<u>Customer Calls</u>		
• Percent of calls resulting in desired outcomes (reach knowledgeable person, needs satisfied by self-serve options) as opposed to undesired outcomes (i.e., busy signals, hang-ups)	78%	83%
• Average total wait time in seconds to reach a knowledgeable person, including time waiting on hold, time navigating auto-attendant, receptionist redirection time, etc	244 secs	280 secs

3. Service Levels

Comparisons of Service Scores by Activity

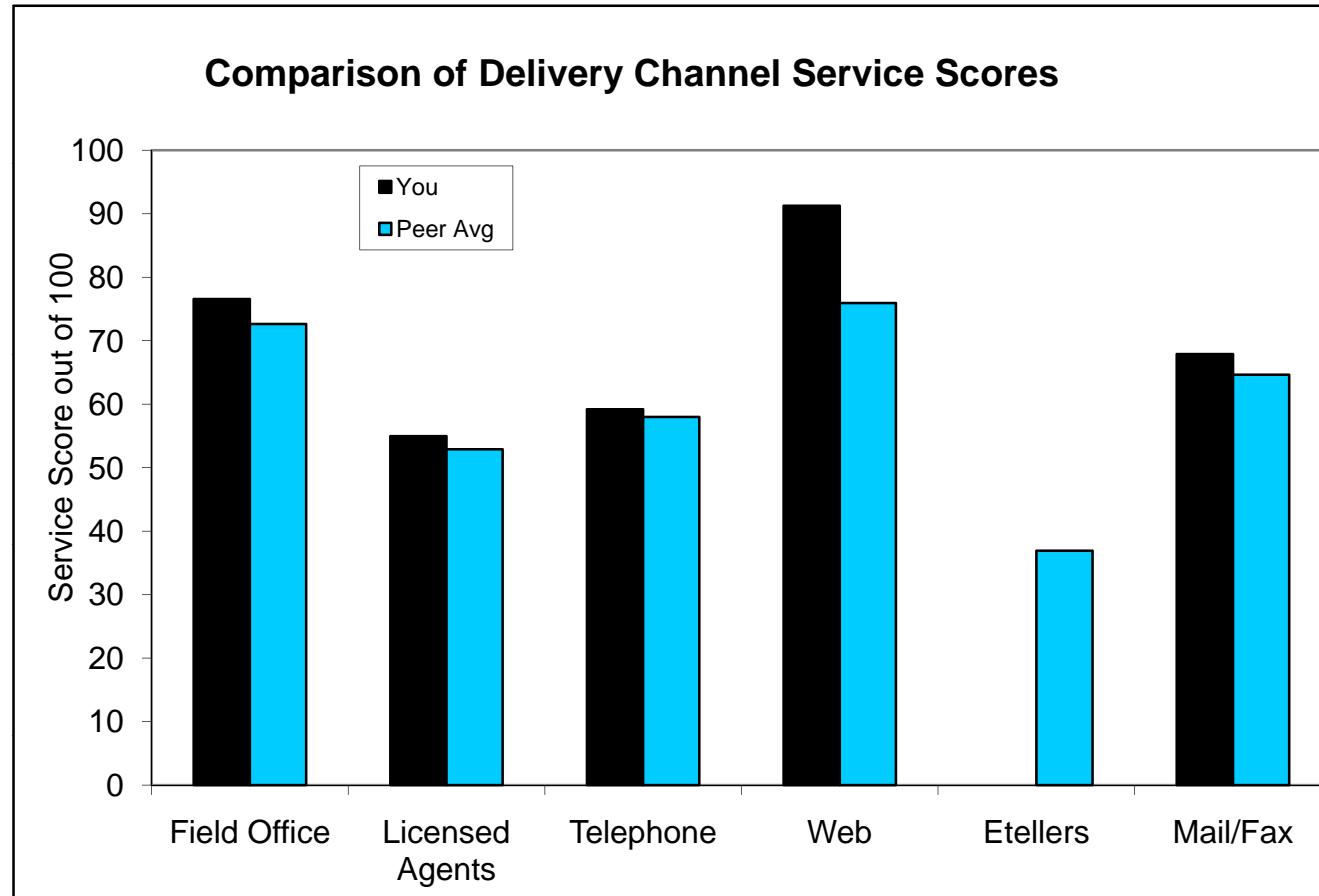
Weight	Activity	Score out of 100	
		You	Peer Avg
25%	1 - Driver Licensing	81	69
25%	2 - Titling & Registration	73	59
11%	3 - Issuing Records	47	60
5%	4 - Business Licensing & Regulation	86	67
11%	5 - Motor Carrier Services	72	68
0%	6 - Weigh Stations	n/a	59
n/a	7 - Education Programs	n/a	n/a
5%	8 - Driver Monitoring	90	59
5%	9 - Insurance Monitoring	83	72
11%	10 - Contact Center	50	60
n/a	11 - Non Comparable Activities	n/a	n/a
2%	12 - Governance & Financial Control	99	72
100%	Total Service Score	72	63

Your Total Service Score versus Peer Median	72	67
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We do not have a service measure for Activity 7 - Education Programs because the types of education programs provided by jurisdictions vary significantly. No uniform set of service level criteria is possible.

3. Service Levels

Activities 1-3 Service Scores depend, partly, on your Delivery Channel Service Scores. The following compares your Delivery Channel Service Scores relative to peer average.



3. Service Levels

Your Field Office, Licensed Agents and Web Delivery Channel Service Scores have the biggest impact on your Activity scores since for Activities 1-3, they are the delivery channels that are used the most.

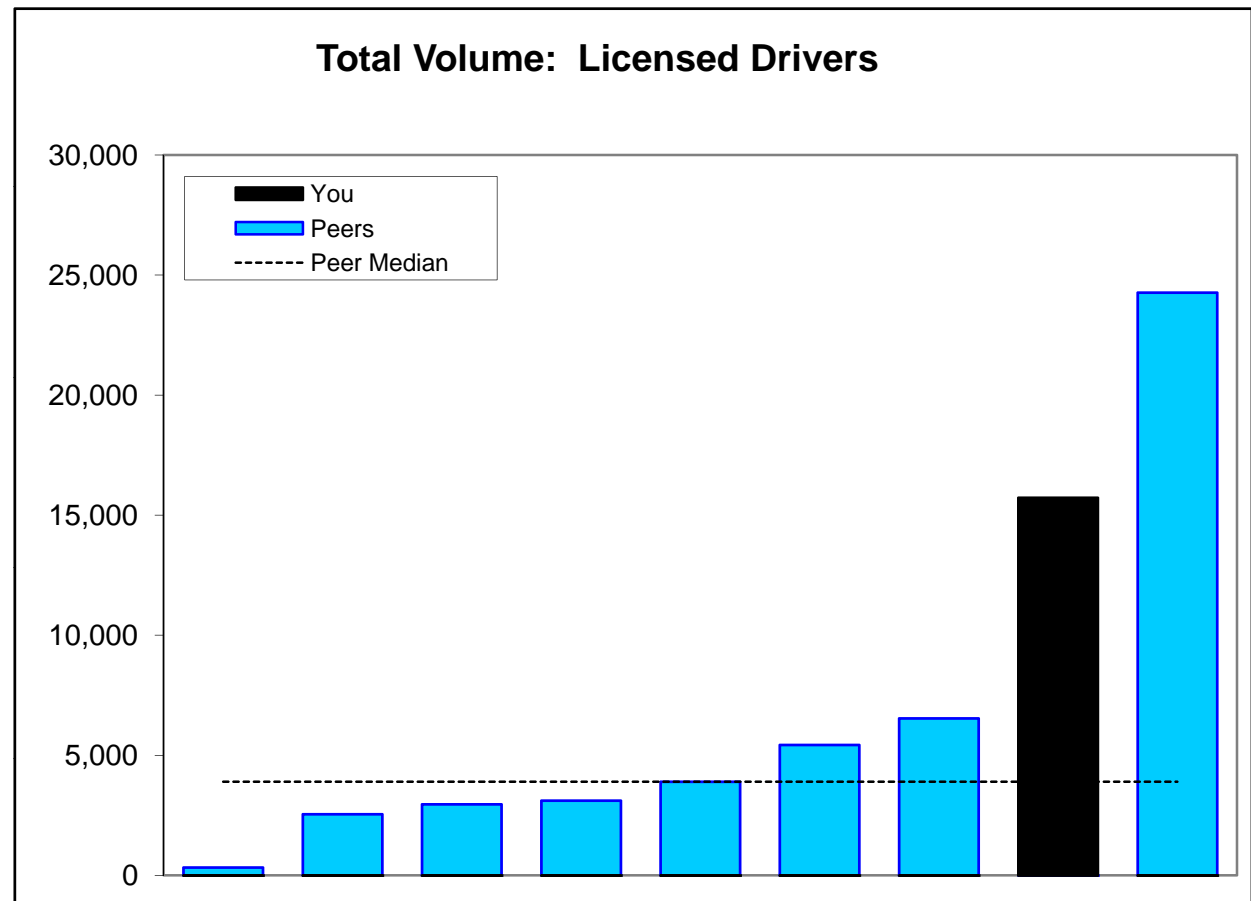
Delivery Channel	You out of 100	Transaction Weighted % of		
		Driver Lic.	Titling	Issuing Rec.
Field Offices	77	56%	12%	7%
Licensed Agents/ Delegates	55	18%	74%	0%
Transactions by Telephone	59	0%	0%	0%
Web	91	21%	6%	0%
E-tellers	n/a	0%	0%	0%
Mail/ Fax	68	4%	8%	93%
		100%	100%	100%

Your Delivery Channel Service Scores are incorporated into your Activity Service Scores for the following activities: Driver Licensing, Titling & Registration and Issuing Records based on the above noted percentages (transaction volume per delivery channel over total volume).

4. Total
Volume -
Economies
of Scale

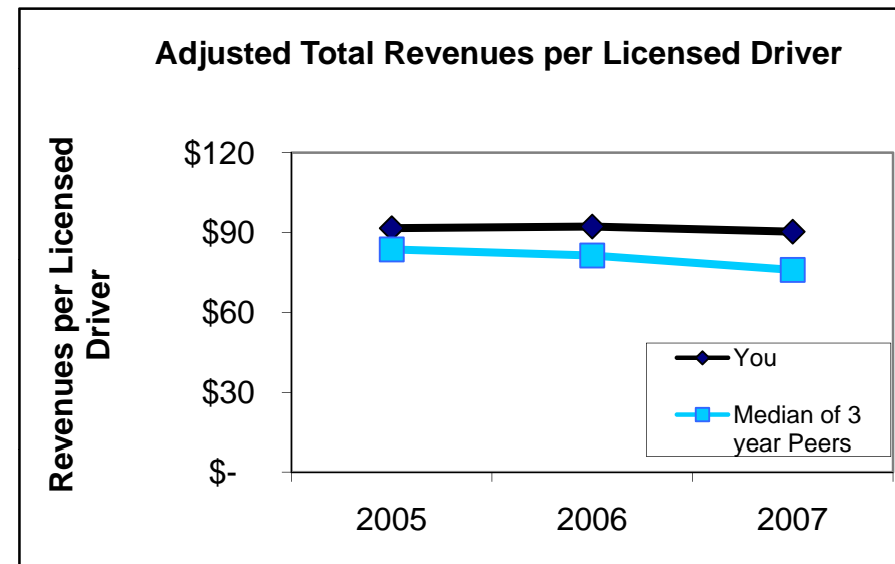
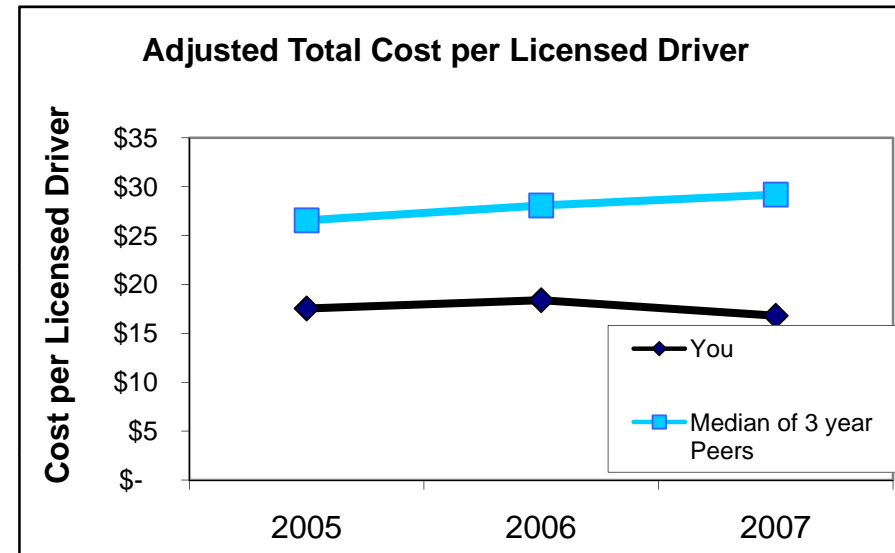
You had an economies of scale advantage. Your 15.7 million Licensed Drivers was above the peer median of 3.9 million Licensed Drivers.

All else being equal, higher volumes of Licensed Drivers relative to your peers allows you to spread your fixed costs over a larger base and benefit from lower unit costs.

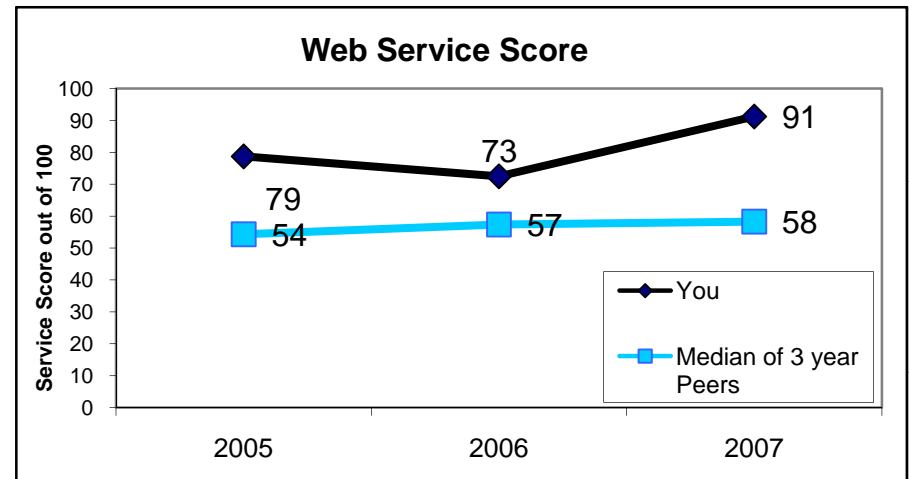
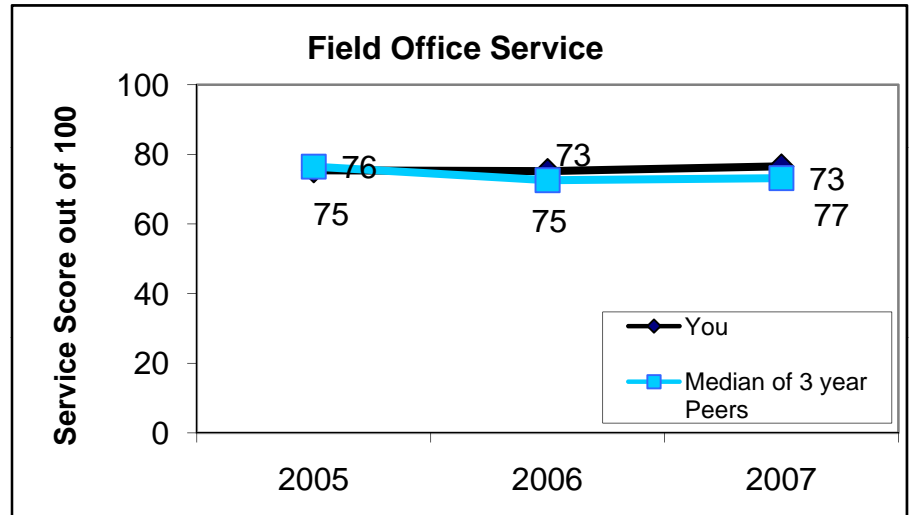
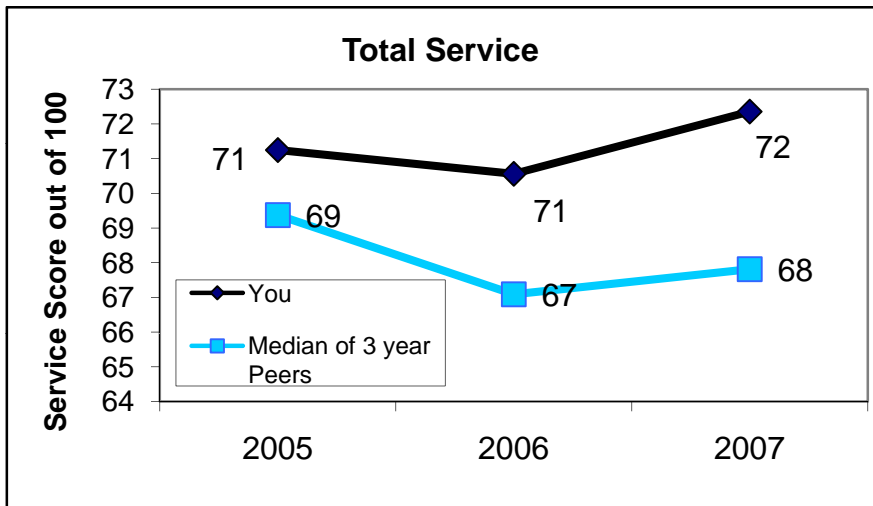


Cost and Revenue Trends

The following trends are based on the 6 systems that have participated every year.



Service Trends



Summary

- Your Total Adjusted Revenue of \$90 per Licensed Driver was above the peer median of \$77.
- Your Adjusted Total Cost of \$17 per Licensed Driver was below the peer median of \$29.
- To understand whether your Actual Total Adjusted cost of \$17 per Licensed Driver is reasonable, we compare you relative to your peers in a number of cost drivers, as shown below:

	You	Peer Med/Avg	Cost Impact:
1. Transaction Benchmark Cost (adjusting for volumes)	\$29	\$29	Minimal because similar
2. Delivery Channel Usage: % of Transactions through Low Cost Delivery Channels vs. peer average	80%	56%	Decreasing: more low-cost usage
3. Total Service Score out of 100	72	67	Increasing: slightly higher
4. Economies of Scale: Total Volume Licensed Drivers	15,727	3,895	Decreasing: scale

- Thus, Your Adjusted Total Cost of \$17 per Licensed Driver was below your Adjusted Transaction Benchmark Cost of \$29. Factors contributing to your lower actual total costs were your greater usage of lower cost Delivery Channels and your scale advantage.

PEER CHARACTERISTICS

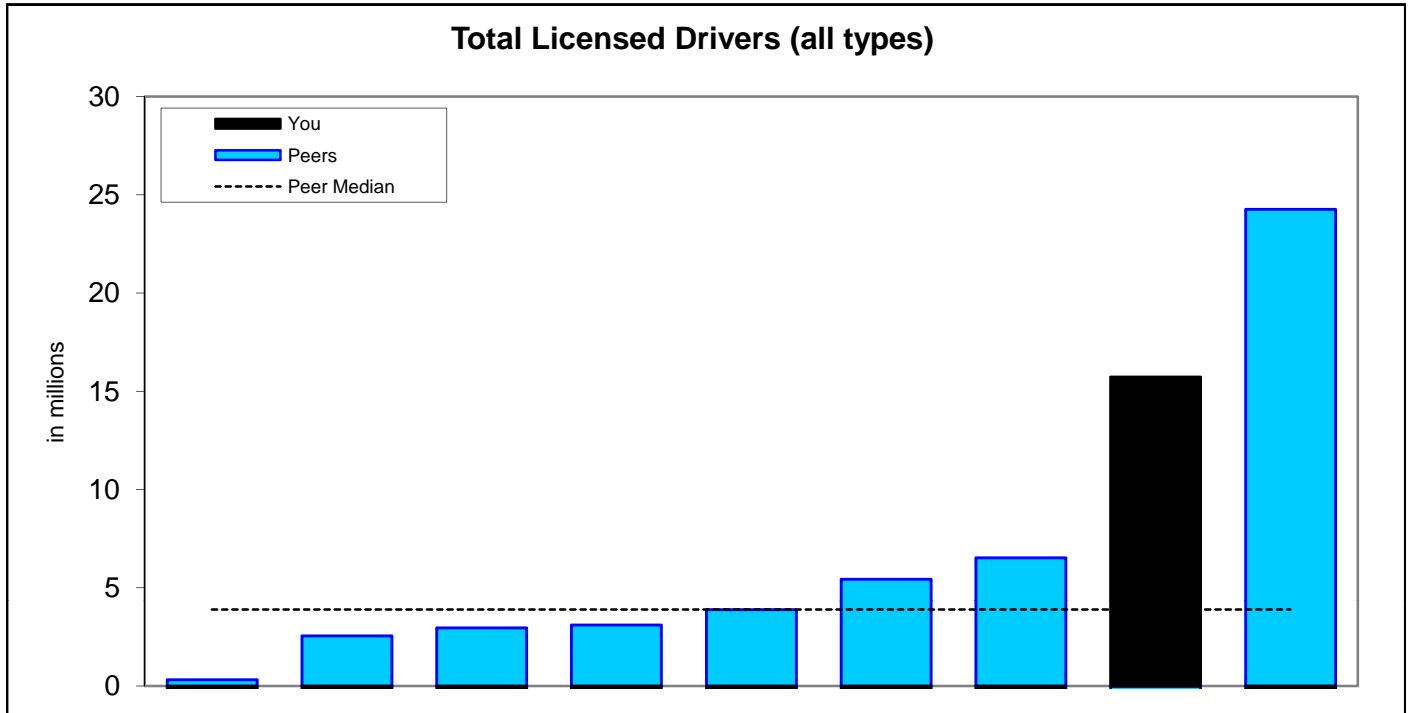
This section identifies your peer group and compares:

- Licensed Drivers.
- Registered vehicles.
- Motor Carrier Operators.
- Geographic size and density.
- Staffing levels.

Your peer group consists of the following 9 jurisdictions:

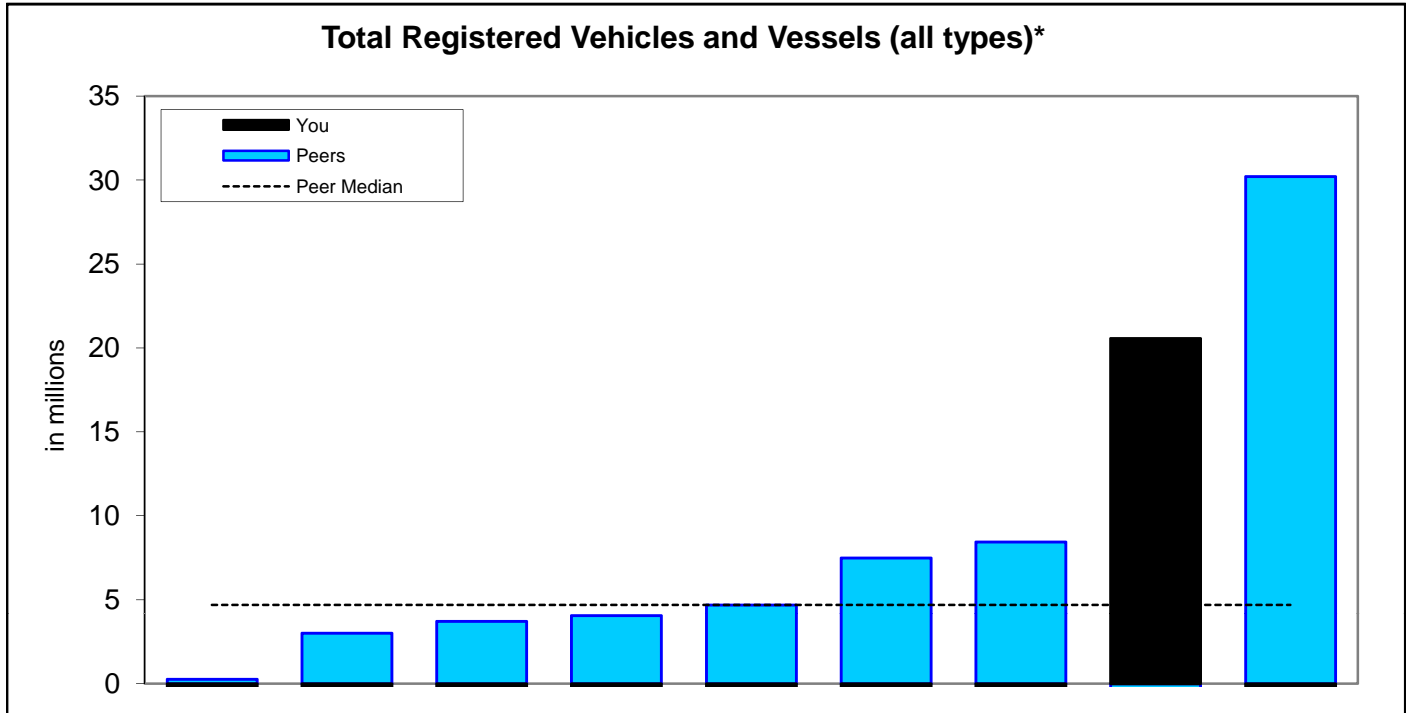
Your Peer Group	000's		
	Licensed Drivers	Registered Vehicles	Motor Carrier Vehicles
Florida Department of Highway Safety and Motor Vehicles	15,727	20,558	130.0
District of Columbia Department of Motor Vehicles	325	270	0.2
Georgia Department of Driver Services	6,534	8,431	145.0
Commonwealth of Virginia Department of Motor Vehicles	5,433	7,489	432.1
Connecticut Department of Motor Vehicles	2,547	3,000	32.0
California Department of Motor Vehicles	24,272	30,209	565.2
Oregon Driver and Motor Vehicle Services	2,955	4,048	n/a
Maryland Motor Vehicle Administration	3,895	4,692	29.0
South Carolina Department of Motor Vehicles	3,112	3,705	27.7
Average	7,200	9,156	170.1
Median	3,895	4,692	81.0

You had 15.7 million Licensed Drivers. This was above the peer median of 3.9 million.



Total Licensed Drivers depends primarily on population. Licensed Drivers represent 87% of your jurisdiction's population. This was above the peer average of 72%.

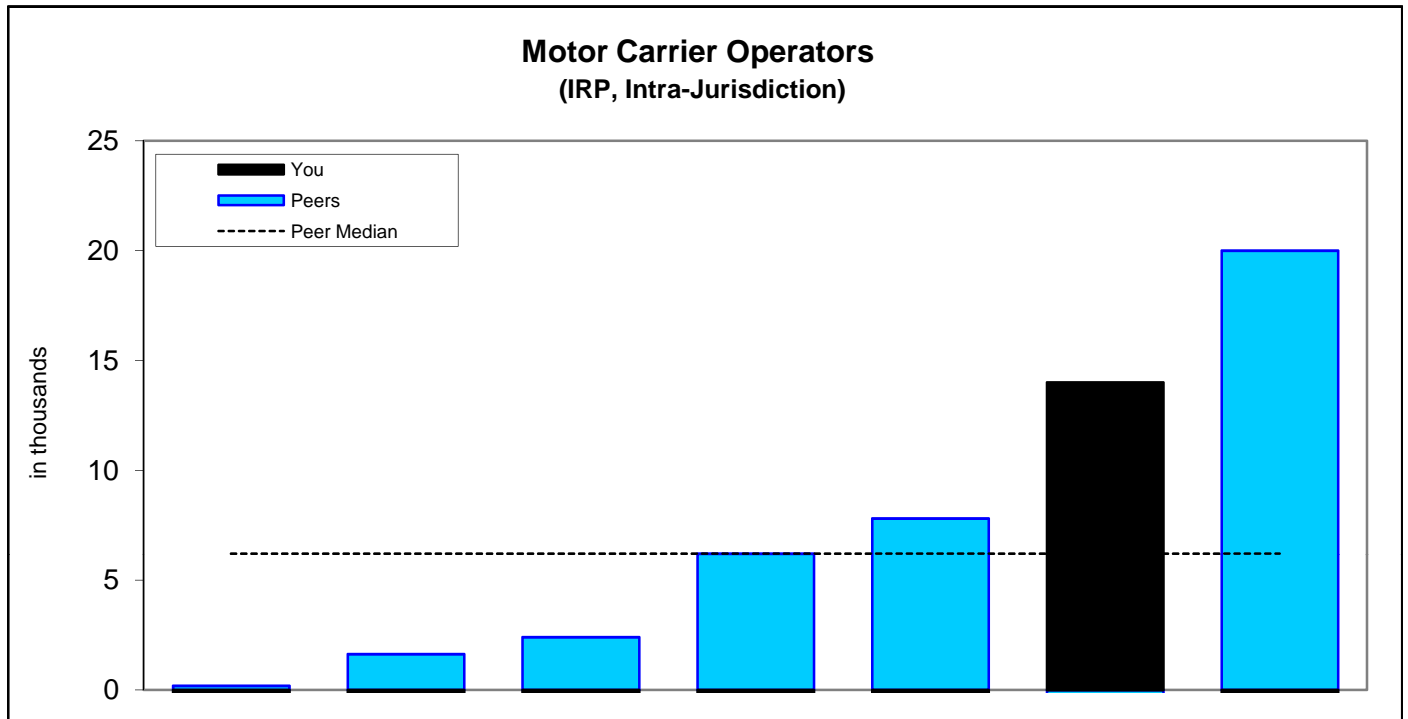
You had 20.6 million Registered Vehicles. This was above the peer median of 4.7 million.



* Two peers, California and Florida, handle the registration of watercraft & vessels.

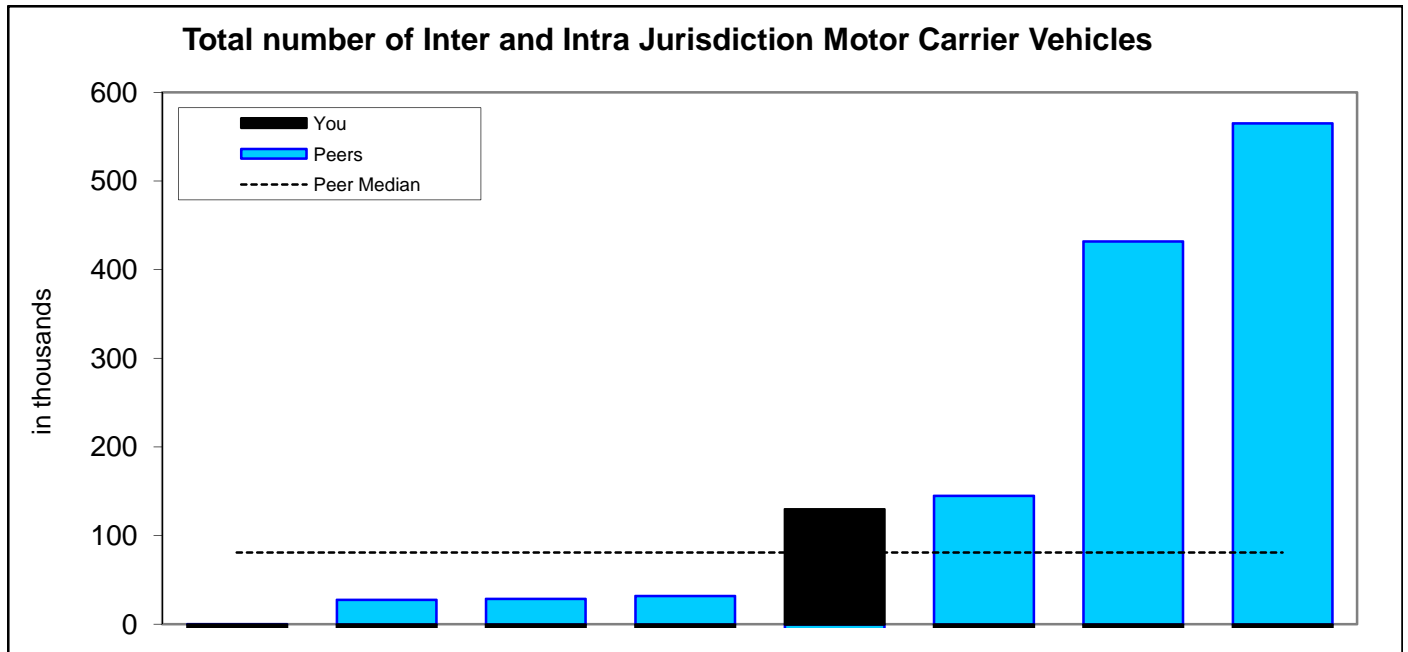
You had 1.3 Registered Vehicles per Licensed Driver. This was slightly above the peer median of 1.2.

**You have 14.0 thousand Motor Carrier Operators in your jurisdiction.
This was above the peer median of 6.2 thousand.**

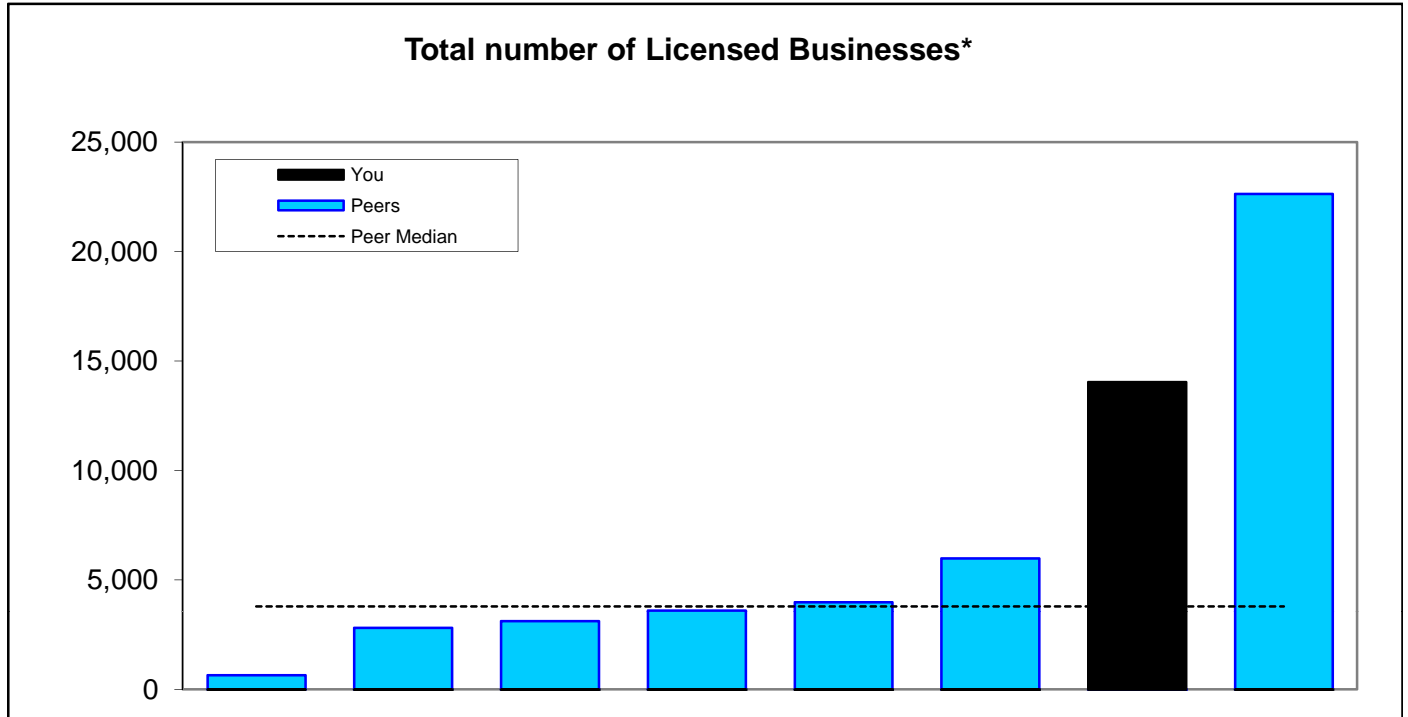


7 out of 9 jurisdictions reported Motor Carrier activities in this report.

The total number of Inter and Intra Jurisdiction Motor Carrier Vehicles in your jurisdiction was 130 thousand. This was above the peer median of 81 thousand.

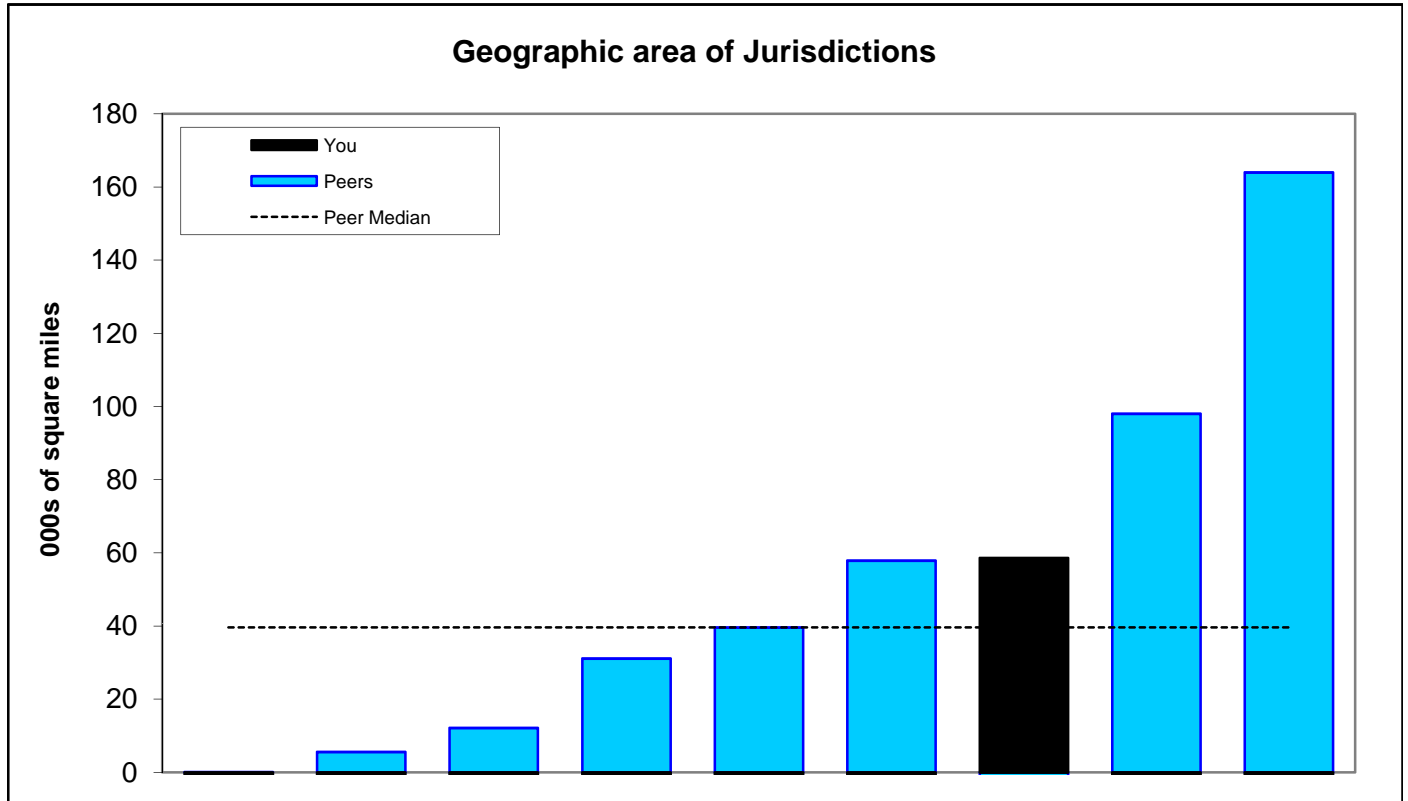


The total number of Licensed Businesses in your jurisdiction was 14,031. This was above the peer median of 3,782.

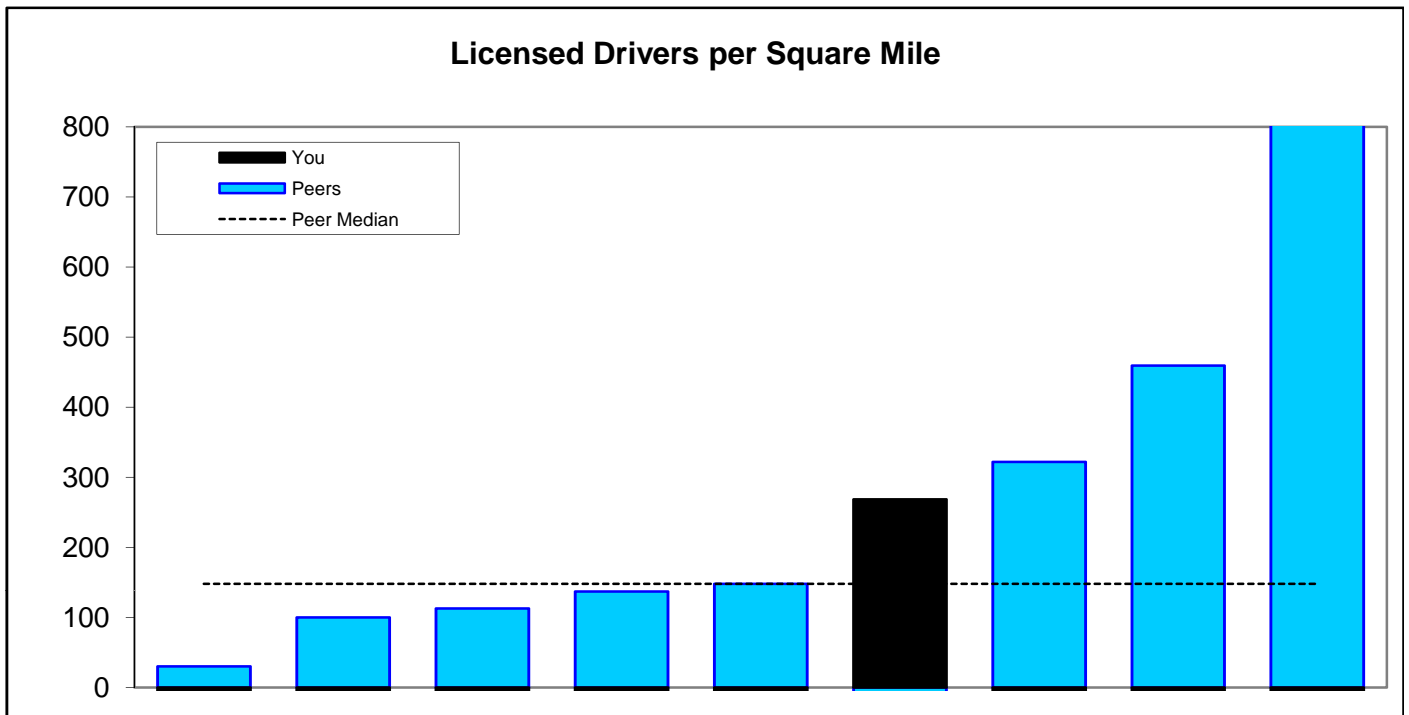


* Types of licensed businesses include: driving schools, auto dealers, rental, manufacturing, re-builders, demolishers, transporters, distributors and vehicle verifiers. The same business entity may have multiple licenses, e.g. one business might be a demolisher, transporter and vehicle verifier, with a license for each.

Your jurisdiction encompasses 58,560 square miles. This was above the peer median of 39,600 square miles.



Your jurisdiction has 269 Licensed Drivers per square mile. This was above the peer median of 148.



You had 4,959 Full-Time Equivalent ("FTE") motor vehicle administration staff, or 315 FTE Staff per million Licensed Drivers.

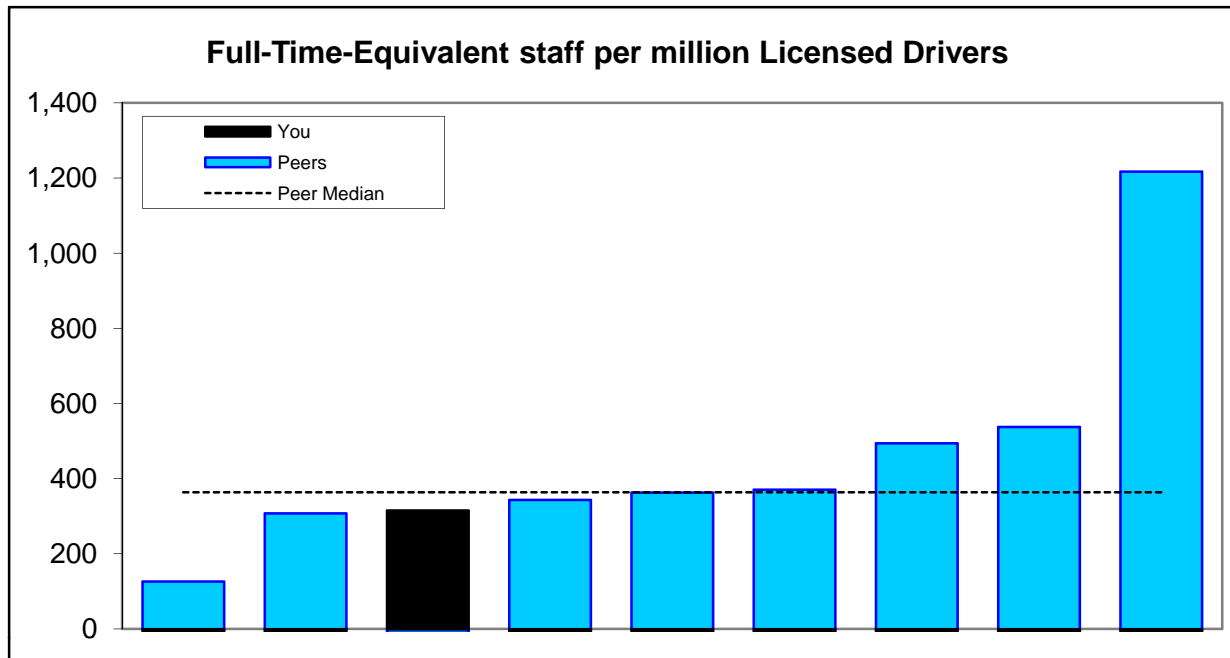
Your Total Staff by Delivery Channel							
	% of		<u>Peer</u>				
	Staff	Total	Avg	Max	Med	Min	#
<u>Attributable by Delivery Channels¹</u>							
Customer	1,789	36%	56%	80%	58%	31%	9
Licensed	0	0%	1%	8%	0%	0%	9
Web	0	0%	0%	2%	0%	0%	9
Telephone	0	0%	1%	3%	0%	0%	9
E-tellers	0	0%	0%	0%	0%	0%	9
Mail or Fax	0	0%	6%	13%	9%	0%	9
Third Party	0	0%	0%	1%	0%	0%	9
Total Staff Attributable by Delivery Channel	1,789	36%	65%	92%	72%	31%	9
Other Staff ²	3,170	64%	35%	69%	28%	8%	9
Total Staff	4,959	100%	2,489	8,822	1,674	396	9
Total Staff per Million Licensed Drivers³	315		453	1,218	363	127	9

(1) Staff Attributable by Delivery Channels include activities relating to: Driver Licensing, Titling & Registration, Issuing Records, Business Licensing & Regulation, Motor Carrier Services, and Driver Monitoring.

(2) Other Staff FTEs include staff in the following activities: Weigh stations, Education Programs, Insurance Monitoring, Contact Center, Non-Comparable Activities, and Governance & Financial Control.

(3) Total Staff per million equals your total staff of 4,959 divided by your 15.727 million licensed drivers.

You had 315 FTE Staff members per million Licensed Drivers. This was below the peer median of 363.



In general, jurisdictions that serve more drivers with fewer full-time-equivalent (FTE) staff tend to be lower cost. However, there are many ways to set up your operations, so this staffing level measure should be interpreted with extreme caution. For example, rather than having a larger internal staff, a jurisdiction may rely more on external third parties, such as licensed agents, to support its operations. This is the case for some of your peers. We use the ratio of FTE Staff per million registered drivers to quantify staffing levels.

Where do you have more / less staff by activity?

Calculation and Comparisons of your Activity Staff to Volume Ratios									
Activity	<u>You - Staff per million volume</u>			<u>Peer - Staff per million volume</u>					
	Staff	Activity Volume (000s)	Staff per million ²	Avg	Max	Med	Min	#	
	(A)	(B)	(A ÷ B)						
1 - Driver Licensing	1,138	15,727 Licensed Drivers	72	126	288	99	40	9	
2 - Titling & Registration	280	20,558 Registered Vehicles	14	93	170	91	9	9	
3 - Issuing Records	129	15,727 Licensed Drivers	8	12	31	10	3	8	
4 - Business Licensing & Regulation	159	14.03 Licensed Businesses	Staff per thousand ³	<u>Peer - Staff per thousand volume</u>					
			11	17	51	11	6	8	
5 - Motor Carrier Services	84	130.00 Vehicles	1	1	3	1	0	6	
6 - Weigh Stations	0	n/a Vehicles Weighed	Staff per million ²	<u>Peer - Staff per million volume</u>					
			n/a	8	8	8	8	1	
			1	1	1	1	1	2	
			13	18	40	13	6	8	
			3	9	24	4	0	8	
			84	73	290	33	17	9	
			12	47	118	33	6	9	
7 - Education Programs	21	15,727 Licensed Drivers	1	1	1	1	2		
8 - Driver Monitoring	202	15,727 Licensed Drivers	13	18	40	13	6	8	
9 - Insurance Monitoring	58	20,558 Registered Vehicles	3	9	24	4	0	8	
10 - Contact Center	153	1,816 Calls, emails and Letters	84	73	290	33	17	9	
11 - Non Comparable Activities ¹									
12 - Governance & Financial	183	15,727 Licensed Drivers	12	47	118	33	6	9	
Total	4,959	15,727 Licensed Drivers	315	453	1,218	363	127	9	

(1) To ensure better apples-to-apples comparison, the staff of 'Activity 11 - Non comparable Activities' are excluded from the total.

(2) Staff per million units of activity volume equals 1,000 X (Staff attributed to the activity / Activity Volume in 000s).

(3) Staff per thousand units of activity volume equals Staff attributed to the activity / Activity Volume in 000s.

TOTAL COSTS

This section:

- Compares Total Motor Vehicle Administration costs.
- Compares Activity Costs as a percent of Total Motor Vehicle Administration cost.
- Helps you understand whether your Total Motor Vehicle Administration cost is reasonable by identifying and comparing the factors that impact costs:
 1. Transaction Volumes (Transaction Benchmark Cost)
 2. Delivery Channel Usage
 3. Service Levels
 4. Total Volume - Economies of Scale
- Shows the calculation of your Transaction Benchmark Cost, which is your predicted costs given your transaction volumes.

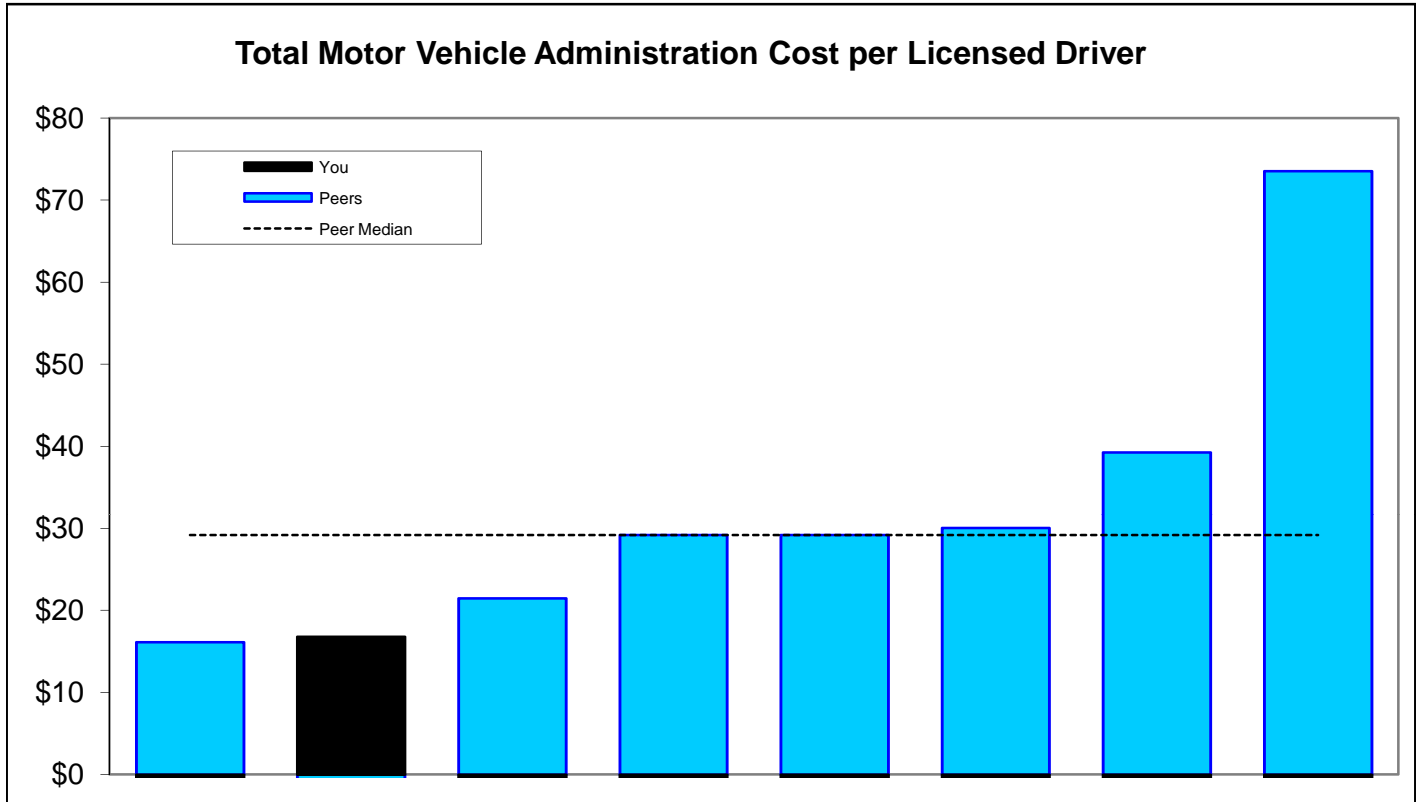
Prepared for Florida, November 27, 2008

Your Total Motor Vehicle Administration Cost used for comparisons was \$264.3 million. It equals your cost per the survey minus the cost of activities not done by a majority of your peers.

Your Motor Vehicle Administration Costs by Activity	
Activity	Cost in \$000s
1 - Driver Licensing	\$85,947
2 - Titling & Registration	\$121,954
3 - Issuing Records	\$13,337
4 - Business Licensing & Regulation	\$8,245
5 - Motor Carrier Services	\$4,379
6 - Weigh Stations	\$0
7 - Education Programs	\$2,700
8 - Driver Monitoring	\$12,198
9 - Insurance Monitoring	\$2,692
10 - Contact Center	\$7,299
11 - Non Comparable Activities *	\$240,820
12 - Governance & Financial Control	\$12,667
Total Motor Vehicle Administration Costs per Survey	\$512,238
Less:	
5 - Motor Carrier Services	\$4,379
6 - Weigh Stations	\$0
7 - Education Programs	\$2,700
11 - Non Comparable Activities	\$240,820
Total Motor Vehicle Administration Cost (A)	\$264,340
Total Licensed Drivers in 000s (B)	15,727
Total Motor Vehicle Administration Cost per Licensed Driver (A ÷ B)	\$16.81

*To provide better apples to apples comparisons, we exclude Activity 5 - Motor Carrier Services, Activity 6 - Weigh Stations, Activity 7 - Education Programs, and Activity 11 - Non Comparable Activities from this analysis.

Your Total Motor Vehicle Administration cost was \$16.81 per Licensed Driver. This was below the peer median of \$29.19.



One system does not do the majority of activities and therefore its total cost is not shown in the above graph.

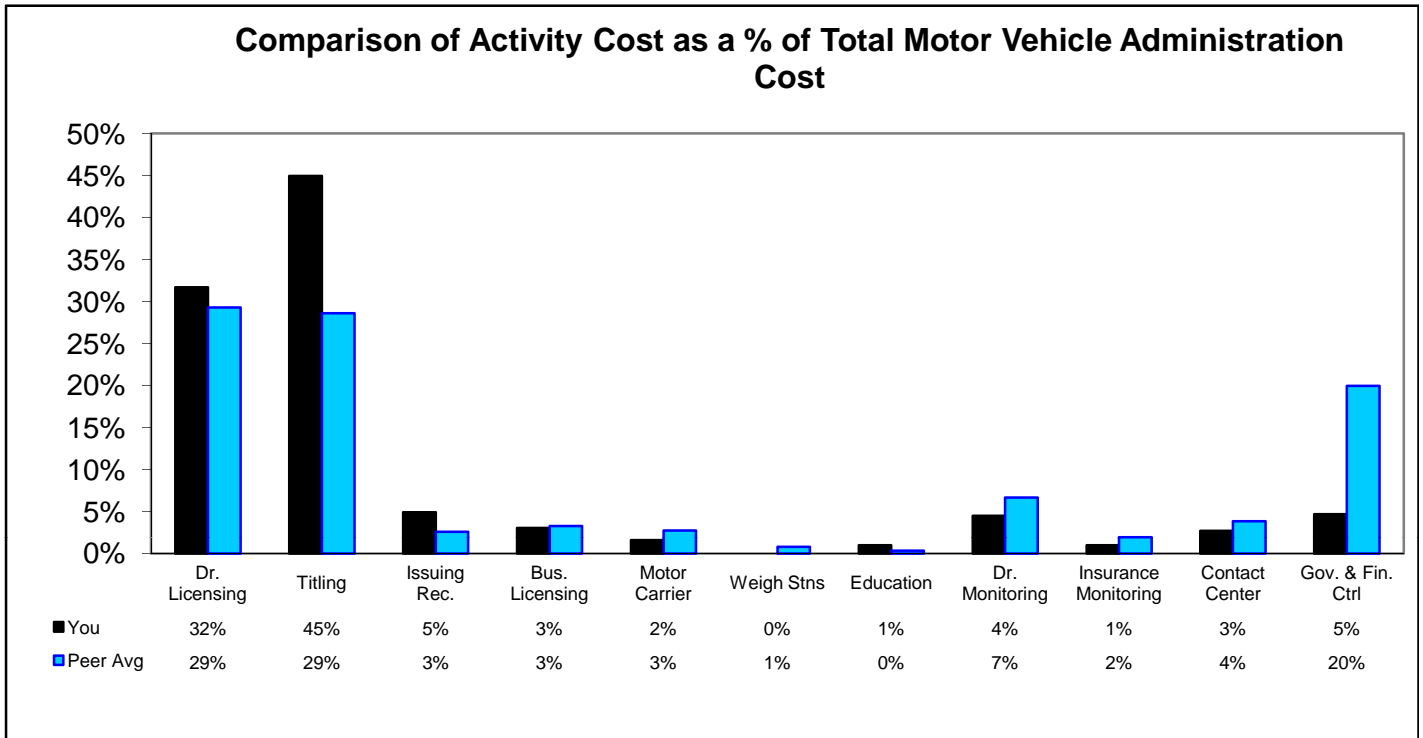
You spend the largest proportion of your budget on activity 2 - Titling & Registration.

Activity Costs as a % of Total Motor Vehicle Administration Cost					
	<u>You</u>		<u>Peers</u>		
		Avg	Max	Med	Min
1 - Driver Licensing	32%	29%	61%	27%	10%
2 - Titling & Registration	45%	29%	45%	34%	0%
3 - Issuing Records	5%	3%	6%	2%	0%
4 - Business Licensing & Regulation	3%	3%	11%	3%	0%
5 - Motor Carrier Services	2%	3%	10%	2%	0%
6 - Weigh Stations	0%	1%	7%	0%	0%
7 - Education Programs	1%	0%	2%	0%	0%
8 - Driver Monitoring	4%	7%	16%	4%	0%
9 - Insurance Monitoring	1%	2%	6%	1%	0%
10 - Contact Center	3%	4%	6%	4%	2%
11 - Non Comparable Activities	n/a ¹				
12 - Governance & Financial Control	5%	20%	51%	15%	5%
Total	100%	100%			

¹To ensure apples-to-apples comparisons, the cost of 'Activity 11 - Non Comparable Activities' is excluded from the Total Motor Vehicle Administration costs.

Graphical Comparison of Activity Cost as a % of Total

(Depicting data from the previous page)



Some jurisdictions do not perform all activities, such as Weigh Stations. Therefore, the peer average reflects several peers whose cost for Weigh Stations represents 0% of their Total Motor Vehicle Administration costs.

We measure and compare 4 factors that impact costs.

Factors that impact costs:

1. Transaction Volumes
(Transaction Benchmark Cost)
2. Delivery Channel Usage
3. Service Levels
4. Total Volume - Economies of Scale

```
graph LR; A[Factors that impact costs:  
1. Transaction Volumes  
(Transaction Benchmark Cost)  
2. Delivery Channel Usage  
3. Service Levels  
4. Total Volume - Economies of Scale] --> B((Total Motor Vehicle  
Administration  
Cost per Licensed  
Driver));
```

**Total Motor
Vehicle
Administration
Cost per Licensed
Driver**

Description of factors that impact costs.

1. Transaction Volumes (Transaction Benchmark Cost)

Are you doing more transactions or more costly transactions? All else being equal, costs will increase as the number of transactions, such as driver road tests or renewal registrations, per driver increases. Costs will also increase if you have a more costly mix of transaction types. For example, a driver road test is more expensive than issuing a replacement license. One key cause of differences in transaction volumes is policy and regulations.

To adjust for differences in transaction volume, type and activities relative to your peers, we calculate a Total Transaction Benchmark Cost. This measure not only captures transaction volumes, but it also adjusts for the fact that some types of transactions are more costly than others.

2. Delivery Channel Usage

Low Cost Delivery Channels are defined as Licensed Agents, Telephone, Web, E-tellers, Mail and Third-Party Computer Readable. These channels are usually lower cost than Field Offices. Therefore, all else being equal, jurisdictions with higher non-Field Office usage should have lower costs.

3. Service Levels

How well do you serve your customers in terms of timeliness, availability, capability and quality? All else being equal, the higher your Service Score relative to your peers, the higher your costs.

4. Total Volume - Economies of Scale

Are you benefiting from Economies of Scale? All else being equal, higher volumes of licensed drivers relative to your peers allows you to spread your fixed costs over a larger base and benefit from lower per unit costs.

Each of the above factors above can affect your Total Costs. This is especially true for outlier participants. For example, a participant with an extremely high service score will be impacted more by Service Levels than a participant with average service levels.

How you compared on the 4 cost factors that we measure.

Factors That Impact Costs				
Factor	Measure	You	Peer Median	Cost Impact (You vs Peers)
1. Transaction Volumes	Total Transaction Benchmark Cost per Licensed Driver	\$29.06	\$29.30	Minimal because similar
2. Delivery Channel Usage	% of Transactions through Low-Cost Channels	80%	52%	Decreasing: more low-cost usage
3. Service Levels	Total Service Score (out of 100)	72	67	Increasing: slightly higher service
4. Total Volume - Economies of Scale	# of Licensed Drivers (in 000s)	15,727	3,895	Decreasing: scale advantage

Your Total Cost of \$16.81 per Licensed Driver was below your Total Transaction Benchmark Cost of \$29.06 per Licensed Driver.

Your Total Transaction Benchmark Cost can be thought of as the predicted cost for a jurisdiction with your transaction volumes.

Total Transaction Benchmark Cost Analysis	
	Cost per Licensed Driver
Actual Cost	\$16.81
Transaction Benchmark Cost	\$29.06
Difference	(\$12.25)

Your actual cost is below your Total Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of transactions. Your total Total Transaction Benchmark Cost calculation is shown on the following page.

Calculation of your Total Transaction Benchmark Cost

Calculation of your Total Transaction Benchmark Cost	
	Transaction Benchmark Cost in \$000's by Activity from Section 4
1 - Driver Licensing	\$120,433
2 - Titling & Registration	\$196,355
3 - Issuing Records	\$6,425
4 - Business Licensing & Regulation	\$15,996
5 - Motor Carrier Services	\$555
6 - Weigh Stations	n/a
7 - Education Programs	\$5,601
8 - Driver Monitoring	\$26,968
9 - Insurance Monitoring	\$8,595
10 - Contact Center	\$5,373
11 - Non Comparable Activities	n/a
12 - Governance & Financial Control	\$76,812
	\$463,114
Less:	
5 - Motor Carrier Services	\$555
6 - Weigh Stations	n/a
7 - Education Programs	\$5,601
11 - Non Comparable Activities	n/a
Total Transaction Benchmark Cost in \$000s (A)	\$456,958
Licensed Drivers in 000s (B)	15,727
Total Transaction Benchmark Cost per Licensed Driver (A ÷ B)	\$29.06

Your Total Transaction Benchmark Cost equals the sum of your Transaction Benchmark Costs by Activity. Detailed calculations of your Transaction Benchmark Costs for each Activity are shown in Section 4 - Activity Costs.

*To provide better apples to apples comparisons, we exclude Activity 5 - Motor Carrier Services, Activity 6 - Weigh Stations, Activity 7 - Education Programs, and Activity 11 - Non Comparable Activities from this analysis.

Your Total Transaction Benchmark Cost is a predictor of your Total Costs given your transaction volumes and the activities that you do. By comparing your Total Transaction Benchmark Cost versus your Actual Total Cost we can determine whether your Total Costs are high, low or normal.

Delivery Channel Usage: Your customers conducted 80% of transactions through low cost delivery channels. This compares to a peer average of 56%.

Low Cost Delivery Channels are defined as Licensed Agents, Telephone, Web, E-tellers, Mail, Third-Party Computer Readable. These channels are usually much lower cost than Field Offices. Therefore, all else being equal, jurisdictions with more Low Cost Delivery Channel usage should have lower costs. See Section 7 - Delivery Channels for the detailed calculations.

Customer Transactions by Delivery Channel for Activities 1 - 5							
Activities	Low Cost Alternatives						Total
	Field Office	Licensed Agents	Web	Telephone	E-tellers	Mail or Fax	3rd Party Total Customer Transactions
<u>You</u>							
1 - Driver Licensing	56%	18%	21%	0%	4%		100%
2 - Titling & Registration	12%	72%	5%	0%	7%		100%
3 - Issuing Records	7%				93%	n/a*	100%
4 - Business Licensing & Regulation	11%	87%			1%		100%
5 - Motor Carrier Services	92%	8%					100%
Delivery Channels as a % of Total	20%	56%	8%	0%	13%	3%	100%
% of Transactions by Type of Delivery Channel: Field Office vs Low Cost	20%	80%					100%
<u>Peer Average</u>							
1 - Driver Licensing	84%	2%	7%	0%	0%	7%	100%
2 - Titling & Registration	48%	27%	4%	0%	0%	16%	100%
3 - Issuing Records	26%	10%	20%	5%	0%	39%	100%
4 - Business Licensing & Regulation	28%	12%			49%	12%	100%
5 - Motor Carrier Services	47%	7%	3%	6%	22%	15%	100%
Delivery Channels as a % of Total	44%	20%	10%	1%	0%	21%	100%
% of Transactions by Type of Delivery Channel: Field Office vs Low Cost	44%	56%					100%

* For Issuing Records only, we excluded Third Party Computer Readable volume. This is because the nature of these volumes are so different and so high that they skew the results.

Service Levels: Your Total Service Score was 72. This compares to a peer average of 63.

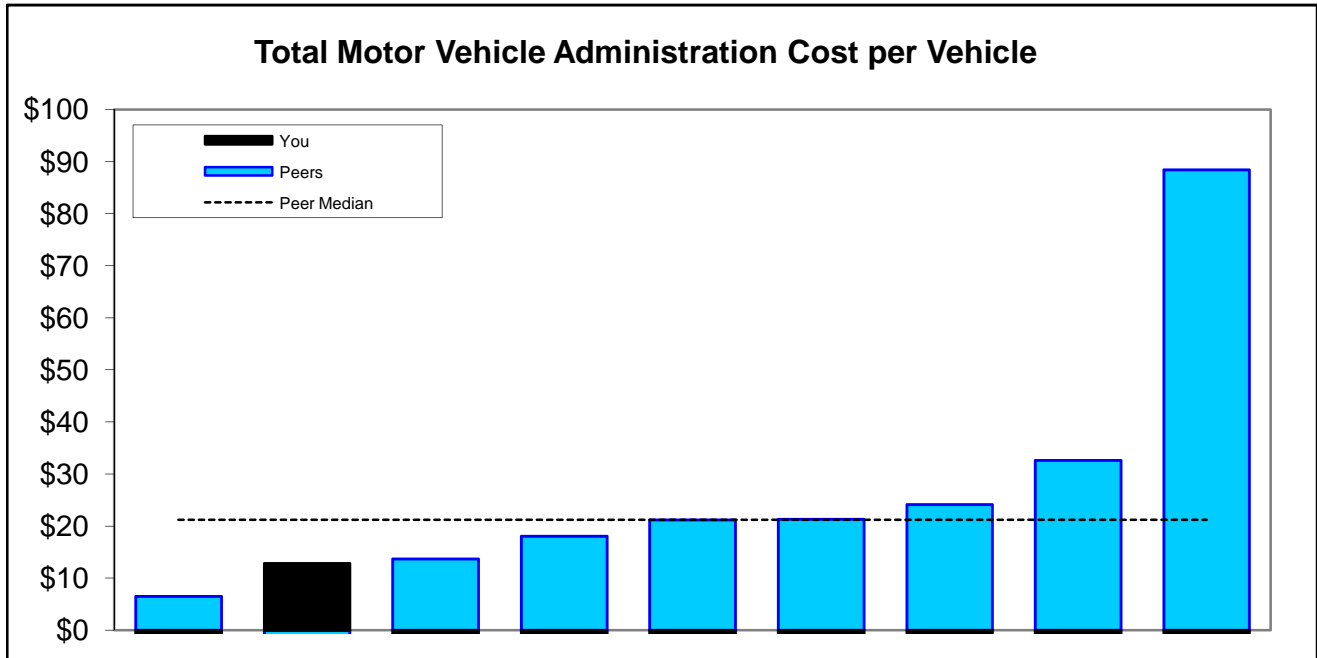
Service Level Scores out of 100			
Weight	Activity	You	Peer Average
25%	1 - Driver Licensing	81	69
25%	2 - Titling & Registration	73	59
11%	3 - Issuing Records	47	60
5%	4 - Business Licensing & Regulation	86	67
11%	5 - Motor Carrier Services	72	68
0%	6 - Weigh Stations	n/a	59
n/a	7 - Education Programs	n/a	n/a
5%	8 - Driver Monitoring	90	59
5%	9 - Insurance Monitoring	83	72
11%	10 - Contact Center	50	60
n/a	11 - Non Comparable Activities	n/a	n/a
2%	12 - Governance & Financial Control	99	72
100%	Total Service Score (out of 100)	72	63

Refer to 'Section 5 Service' for details of how your Service Level Scores were calculated.

Economies of Scale: You have 15,727 thousand Licensed Drivers. This compares to a peer median of 3,895 thousands.

Economies of Scale			
Activity	Volume measure	You (000s)	Peer Median (000s)
1 - Driver Licensing	Licensed Driver	15,727	3,895
2 - Titling & Registration	Registered Vehicle	20,558	4,692
3 - Issuing Records	Licensed Driver	15,727	3,895
4 - Business Licensing & Regulation	Licensed Business	14	4
5 - Motor Carrier Services	Motor Carrier Vehicle	130	81
6 - Weigh Stations	Vehicle Weighed	n/a	8,758
7 - Education Programs	Licensed Driver	15,727	3,895
8 - Driver Monitoring	Licensed Driver	15,727	3,895
9 - Insurance Monitoring	Registered Vehicle	20,558	4,692
10 - Contact Center	Calls, emails and letters	1,816	2,374
11 - Non Comparable Activities	n/a	n/a	n/a
12 - Governance & Financial Control	Licensed Driver	15,727	3,895
Total	Licensed Driver	15,727	3,895

An alternate way of comparing total costs is on a per Registered Vehicle basis instead of per Licensed Driver.



Your 2007 Total Motor Vehicle Administration cost was \$12.86 per Registered Vehicle. This was below the peer median of \$21.19.

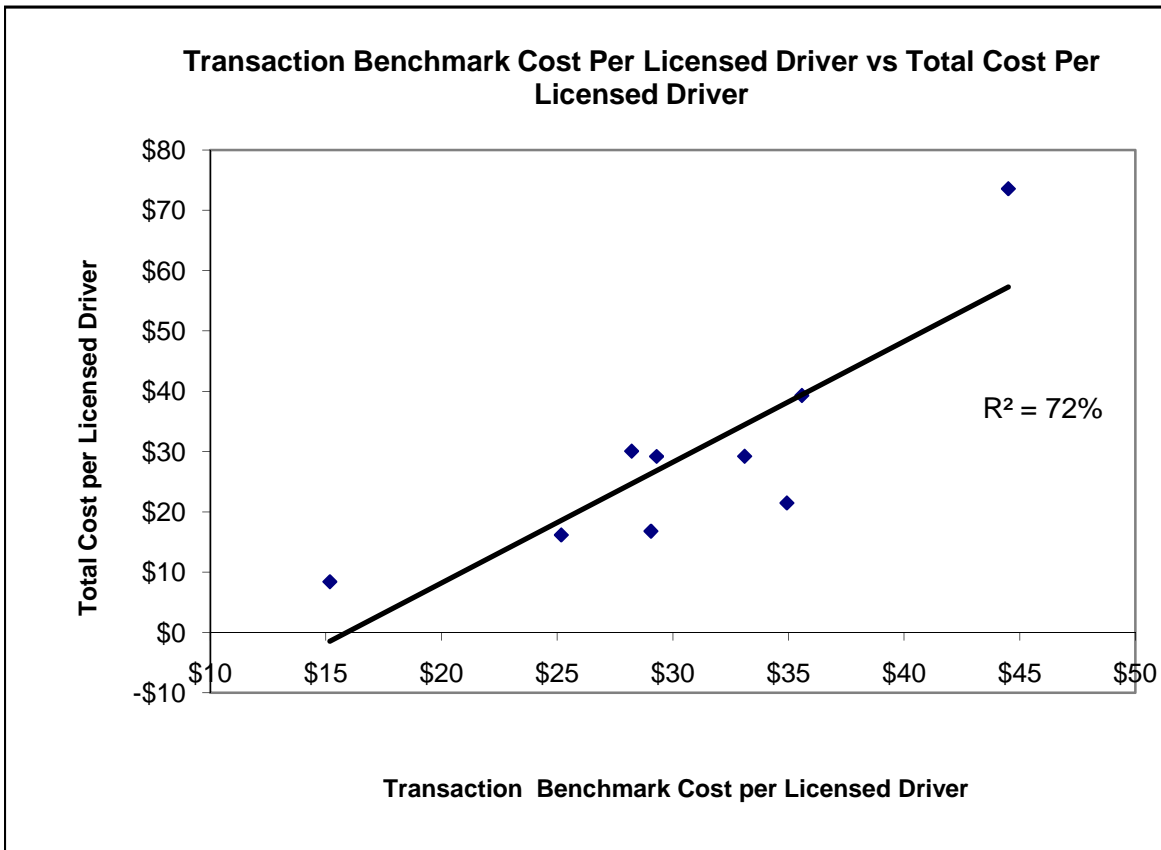
Do statistics support our contention that the factors we measure impact costs?

Single Variable Regression Results				
Independent Variables	coefficient	t statistic	r^2	Implications
1. Total Transaction Benchmark Cost	2.00	4.28	72%	impacts costs
2. Delivery Channel Usage: % of Transactions through Low Cost Channels	-57.44	-2.65	50%	impacts costs
3. Total Service Score	-0.27	-0.42	2%	does not impact costs
4. Economies of Scale: Total Volume (log10 of Licensed Drivers)	-24.64	-2.54	48%	impacts costs

All the cost factors that we measure, with the exception of Total Service, are statistically significant cost drivers. The t statistics are all greater than the absolute value of 1.8 and the R^2 are all very high. Their explanatory power, based on these single regressions, explain between 72% to 50% of variations in Total Costs. Furthermore, the coefficients make sense. For example, the coefficients are positive for Total Transaction Benchmark Cost. This means that as Total Transaction Benchmark Cost increases and the percentage of transactions through Field Office increases, Total Costs increase. Alternatively, coefficients are negative for economies of scale and delivery channel usage. This is because as size increases and as the percentage of transactions that are done through low cost delivery channels increases, total costs decreases.

We did not expect the Total Service Score to be a good predictor of cost. This is because many service elements do not impact costs. For example, we give a high service score if the renewal month for a driver's license and vehicle registration are the same. This is because from the customer's perspective, they can visit the Field Office once and do both transactions, a huge convenience to customers but little cost impact to the jurisdiction. If anything, it has the potential to decrease costs as customers can do two transactions at a time at the Field Office. As shown by the regression results above (including the negative coefficient which suggest costs should increase as service decreases, the low t statistics and low R^2), there is no statistically significant relationship between service and costs.

The Total Transaction Benchmark Cost is a good predictor of Total Cost.



Regression Results: Actual Cost per Licensed Driver versus Transaction Benchmark Cost per Licensed Driver

	2007
Coefficient for Benchmark Cost	2.00
r-squared	72%
"t" statistic	4.28

The r-squared indicates the amount of differences in cost that a variable explains. The greater the r-squared the higher the explanatory power. For instance an R-squared of 72% means that 72% of differences in cost are explained by that variable alone.

The Coefficient indicates the relationship between the Cost Driver and Total Costs. For example, a coefficient of 2.00 means that for every increase of \$1.00 in the Cost Driver, actual costs increase by \$2.00.

The 't' statistics indicate whether or not a variable is useful in predicting costs. Generally, a t-statistic with an absolute value greater than 1.8 (i.e. either less than -1.8 or greater than +1.8) indicates that the variable is significant.

ACTIVITY COSTS

This section:

- Compares your Activity Costs to your peers for each of your comparable motor vehicle administration activities.
- Helps you understand whether your Activity Costs are reasonable given your transaction volumes and other factors that impact your costs.
- Shows the calculation of your Transaction Benchmark Cost for each activity. Your Transaction Benchmark cost is your predicted cost given your transaction volumes. It equals your transaction volumes by type, such as private driver license renewals or non-commercial-vehicle titles issued, multiplied by our estimate of the average cost of all participants to perform each transaction type.

If any of your data in this section is marked with () or a (^), it is a default that has been assigned because your data was unknown or missing, respectively.*

Calculation of Your Activity Costs

Costs by Activity			
Activity	Your Cost (000s) (A)	Activity Volume (000s) (B)	Your Cost per Unit (A ÷ B)
1 - Driver Licensing	\$85,947	15,727 Licensed Drivers	\$5.46
2 - Titling & Registration	\$121,954	20,558 Registered Vehicles	\$5.93
3 - Issuing Records	\$13,337	15,727 Licensed Drivers	\$0.85
4 - Business Licensing & Regulation	\$8,245	14.03 Licensed Businesses	\$587.66
5 - Motor Carrier Services	\$4,379	130 Motor Carrier Vehicles	\$33.69
6 - Weigh Stations	\$0	n/a Vehicles Weighed	n/a
7 - Education Programs	\$2,700	15,727 Licensed Drivers	\$0.17
8 - Driver Monitoring	\$12,198	15,727 Licensed Drivers	\$0.78
9 - Insurance Monitoring	\$2,692	20,558 Registered Vehicles	\$0.13
10 - Contact Center	\$7,299	1,816 Calls, emails and Letters	\$4.02
11 - Non Comparable Activities	n/a		
12 - Governance & Financial Control	\$12,667	15,727 Licensed Drivers	\$0.81
	\$271,419		
Less ¹ :			
5 - Motor Carrier Services	\$4,379	130 Motor Carrier Vehicles	\$33.69
6 - Weigh Stations	\$0	n/a Vehicles Weighed	n/a
7 - Education Programs	\$2,700	15,727 Licensed Drivers	\$0.17
Total MV Administration Cost	\$264,340	15,727 Licensed Drivers	\$16.81

¹To ensure apples-to-apples comparisons, the cost of 'Activity 5 - Motor Carrier Services', 'Activity 6 - Weigh Stations', 'Activity 7 - Education Programs' and 'Activity 11 - Non Comparable Activities' is excluded from the Total Motor Vehicle Administration costs.

Historical Comparison of Your Activity Costs

Historical Comparison of Costs by Activity							
Activity	Your Cost in (000's)			Your Cost per Unit			Activity Volume Unit
	2007	2006	2005	2007	2006	2005	
1 - Driver Licensing	\$85,947	\$82,787	\$72,876	\$5.46	\$5.30	\$4.81	Licensed Drivers
2 - Titling & Registration	\$121,954	\$148,842	\$141,793	\$5.93	\$7.38	\$7.24	Registered Vehicles
3 - Issuing Records	\$13,337	\$14,000	\$13,267	\$0.85	\$0.90	\$0.88	Licensed Drivers
4 - Business Licensing & Regulation	\$8,245	\$8,892	\$7,708	\$587.66	\$540.96	\$519.90	Licensed Businesses
5 - Motor Carrier Services	\$4,379	\$4,830	\$3,977	\$33.69	\$34.50	\$20.93	Motor Carrier Vehicles
6 - Weigh Stations	\$0	\$0	\$0	n/a	n/a	n/a	Vehicles Weighed
7 - Education Programs	\$2,700	\$2,645	\$1,976	\$0.17	\$0.17	\$0.13	Licensed Drivers
8 - Driver Monitoring	\$12,198	\$11,949	\$10,650	\$0.78	\$0.77	\$0.70	Licensed Drivers
9 - Insurance Monitoring	\$2,692	\$2,669	\$2,681	\$0.13	\$0.13	\$0.14	Registered Vehicles
10 - Contact Center	\$7,299	\$6,185	\$5,287	\$4.02	\$2.55	\$2.12	Calls, emails and Letters
11 - Non Comparable Activities	n/a	n/a	n/a	n/a	n/a	n/a	n/a
12 - Governance & Financial Control	\$12,667	\$11,837	\$11,455	\$0.81	\$0.76	\$0.76	Licensed Drivers
Total MV Administration Cost	\$271,419	\$294,635	\$271,669	\$17.26	\$18.87	\$17.95	

Comparison of Your Activity Costs

Comparison of Your Activity Costs						
Activity	Units	\$ Cost per Unit				
		You	Peer			
			Avg	Max	Med	Min
1 - Driver Licensing	Licensed Drivers	5.46	8.19	19.85	7.45	1.88
2 - Titling & Registration	Registered Vehicles	5.93	8.14	15.74	7.22	4.69
3 - Issuing Records	Licensed Drivers	0.85	0.88	2.08	0.80	0.15
4 - Business Licensing & Regulation	Licensed Businesses	587.66	1,119.78	3,701.40	592.72	479.70
5 - Motor Carrier Services ¹	Motor Carrier Vehicles	33.69	65.35	144.44	34.77	20.73
6 - Weigh Stations ¹	Vehicles Weighed	n/a	0.76	0.76	0.76	0.76
7 - Education Programs ¹	Licensed Drivers	0.17	0.18	0.19	0.18	0.17
8 - Driver Monitoring	Licensed Drivers	0.78	1.61	4.50	1.12	0.33
9 - Insurance Monitoring	Registered Vehicles	0.13	0.57	1.29	0.29	0.13
10 - Contact Center	Calls, emails and Letters	4.02	3.21	10.12	1.97	0.91
11 - Non Comparable Activities ¹						
12 - Governance & Financial Control	Licensed Drivers	0.81	8.24	37.95	4.20	0.81
Total MV Administration Cost	Licensed Drivers	16.81	29.35	73.58	29.19	8.42

¹To ensure apples-to-apples comparisons, the cost of 'Activity 5 - Motor Carrier Services', 'Activity 6 - Weigh Stations', 'Activity 7 - Education Programs' and 'Activity 11 - Non Comparable Activities' is excluded from the Total Motor Vehicle Administration costs.

Should your Activity Costs be lower, higher or close to the median of your peers?

To answer this question, we measure and compare you relative to your peers on four factors that we know impact costs. The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that Impact Activity Costs:

A. Transaction Benchmark Cost

The Transaction Benchmark Cost is an estimate of what your actual activity costs should be given your transaction volumes and types. It equals the sum of your transaction volumes for each activity multiplied by our estimate of the average cost** for each type of transaction. This measure does not capture all transactions that you do, but it does reflect high volume and/or high cost transactions. If your actual activity cost is lower than your benchmark cost, it suggests that for this activity your cost is lower than your peers after adjusting for transaction volume differences.

B. Delivery Channel Usage:

If your customers use a higher proportion of Low Cost Delivery Channels then your costs should be lower. Low Cost Delivery Channels are defined as transactions by Licensed Agents, Telephone, Web, E-tellers, Mail and Third-Party Computer Readable. These channels are usually lower cost than Field Offices.

C. Service Levels:

All else being equal, the higher the service you provide your customers, the higher your actual Activity Costs will be relative to your Benchmark Cost. For instance, it is higher service to have your field locations open for more hours. However, the longer your assisted field offices are open, the higher your costs.

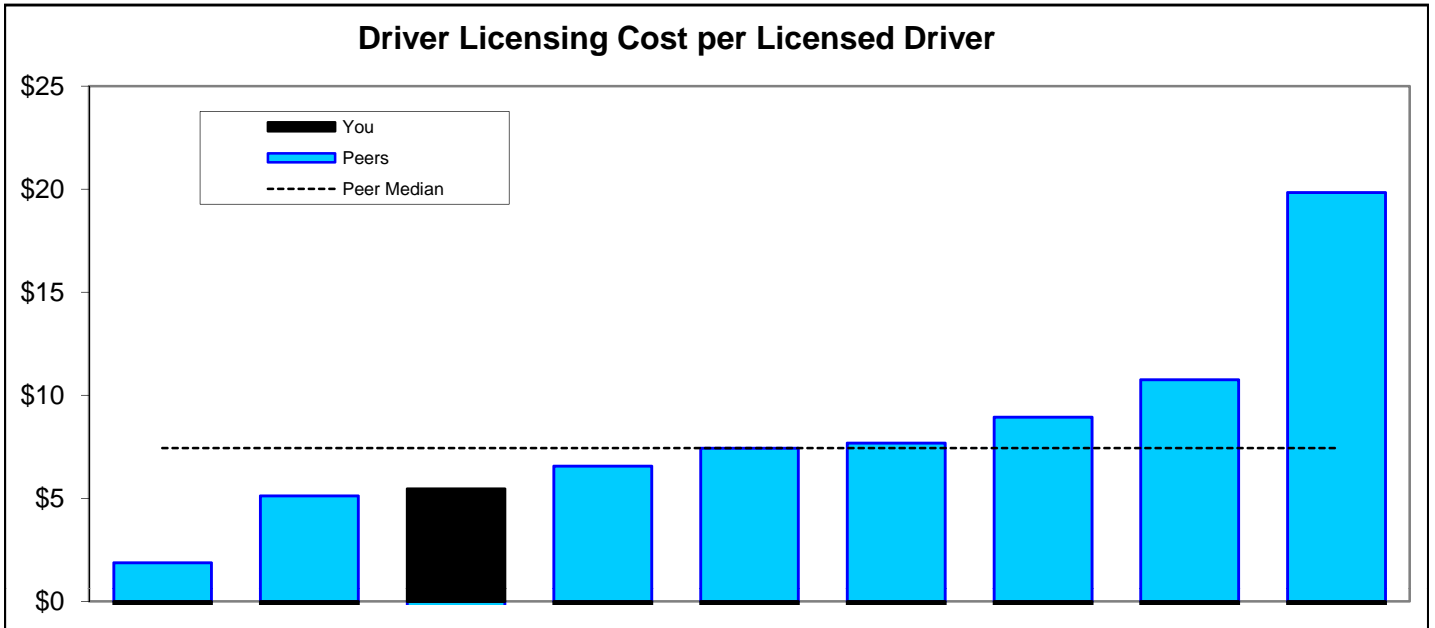
D. Economies of Scale:

Many of your Activity Costs are fixed in nature. Jurisdictions with more Licensed Drivers are able to spread these fixed costs over a larger base, and therefore have an Economy of Scale advantage relative to smaller jurisdictions.

**Our estimate of the average cost for each type of transaction is based on two things:

1. Estimated relative cost relationships. For example, we estimate that it is 72% more costly for a service representative to respond to an email than it is to respond to a telephone call. Therefore, the Transaction Benchmark Cost per email is 72% higher than the Transaction Benchmark Cost per call (i.e., \$6.81 per email versus \$3.97 per call). Our estimates of the relative cost relationships are primarily based on our experience with other administration costs at this time. However, we encourage your feedback and input.
2. Standardization vis-à-vis average costs. The Benchmark Cost per transaction type within an activity is adjusted until the average Benchmark Cost per unit for that activity equals the average actual cost per unit. For example, the average Benchmark Cost for 'Activity10 - Contact Center' per Calls, Emails And Letters of \$3.21 equals the average actual cost per Calls, Emails And Letters of \$3.21.

Your cost for Driver Licensing was \$5.46 per licensed driver. This was below the peer median of \$7.45.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Driver Licensing cost per Licensed Driver			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$7.66	\$7.66	Minimal because similar
b) Low-Cost Delivery Channel Usage: % of Driver Licensing transactions through low-cost channels	44%	12%	Decreasing: more low-cost usage
c) Service Levels: Service Score for Driver Licensing	81	70	Increasing: higher service
d) Economies of Scale: 000s of Licensed Drivers	15,727	3,895	Decreasing: scale advantage

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Driver Licensing transactions. The calculation of your Transaction Benchmark Cost for Driver Licensing is shown on the following page.

Transaction Benchmark Cost Analysis - Driver Licensing	
	Cost per Licensed Driver
Actual Cost	\$5.46
Transaction Benchmark Cost	\$7.66
Difference	(\$2.19)

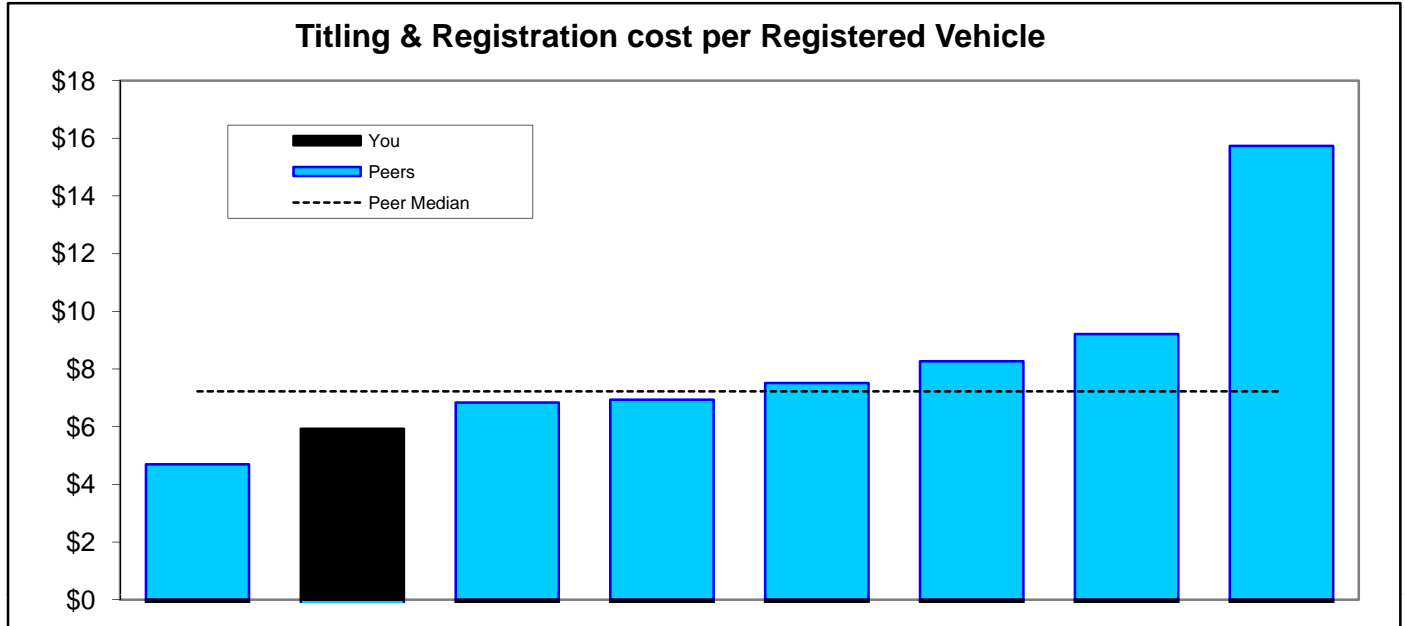
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Driver Licensing.

Your Transaction Benchmark Cost Calculation for Driver Licensing					
Driver Licensing Transaction Types	Transaction Volume 000s	Benchmark Cost per Transaction	Transaction Benchmark Cost (\$000)	Transaction Benchmark Cost per Licensed Driver (C ÷ D)	
	(A)	(B)	(C = A x B)	Your	Peer Med*
Q8 <u>Non-commercial Licenses. Include all types including motorcycle, etc.</u>					
a) Driver road tests, including re-examinations	425.2	\$88.06	\$37,442.4	\$2.38	\$2.90
b) Driver written knowledge tests.	1,225.7	\$5.87	\$7,195.5	\$0.46	\$0.47
c) New/ original licenses issued	790.3	\$14.68	\$11,598.8	\$0.74	\$0.74
d) Renewal and replacement licenses issued	4,242.7	\$8.81	\$37,360.6	\$2.38	\$1.80
Q9 <u>Commercial Drivers Licenses (CDL)</u>					
a) Driver road tests.	58.0	\$105.67	\$6,128.9	\$0.39	\$0.30
b) Driver written knowledge tests (including any specialized CDL endorsement tests)	430.6	\$7.34	\$3,159.8	\$0.20	\$0.18
c) New/ original licenses issued including supplementals and endorsements	43.1	\$17.61	\$759.1	\$0.05	\$0.08
d) Renewal and replacement licenses issued	194.9	\$10.57	\$2,059.5	\$0.13	\$0.10
Q10 Identification Cards (new, renewals, replacement)	988.2	\$8.81	\$8,701.9	\$0.55	\$0.38
Q11 Number of address changes where you update records but do not issue a replacement license or ID.	789.1	\$5.87	\$4,632.5	\$0.29	\$0.33
Q12 <u>Other Licensing Activity Volumes</u>					
a) Total number of investigations into possible fraud for driver licensing or ID cards? (in 000's)	4.048	\$146.76	\$594.1	\$0.04	\$0.02
c) Medical reports reviewed as part of new or renewal licenses? Include all types including vision testing by ophthalmologist, etc. (in 000's)	92.160	\$5.87	\$541.0	\$0.03	\$0.02
d) Of your above licensing volume (Q8 & Q9), how many included payment of unpaid moving violations that you processed? In (000's)	-	\$14.68	\$0.0	\$0.00	\$0.02
e) How many driver license renewals received by mail were ineligible (for any reason - wrong documents, no payment, incomplete form, etc.) (in 000's)					
e1) non-commercial (in 000's)	25.171	\$10.27	\$258.6	\$0.02	\$0.01
e2) commercial (in 000's)		\$10.27	\$0.0	\$0.00	\$0.00
Total Transaction Benchmark Cost in \$000s (C)			\$120,432.7	\$7.66	\$7.66*
Driver Licensing Volume: 000s of Licensed Drivers (D)			15,726.9		
Driver Licensing Benchmark Cost per Licensed Driver (C ÷ D)			\$7.66		

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

Your cost for Titling & Registration was \$5.93 per registered vehicle. This was below the peer median of \$7.22.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Titling & Registration cost per Registered Vehicle			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$9.55	\$8.86	Increasing: slightly higher transaction volumes
b) Low-Cost Delivery Channel Usage: % of Titling & Registration transactions through low-cost	88%	46%	Decreasing: more low-cost usage
c) Service Levels: Service Score for Titling & Registration	73	64	Increasing: higher service
d) Economies of Scale: 000s of Registered Vehicles	20,558	4,692	Decreasing: scale advantage

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Titling & Registration transactions. Your Transaction Benchmark Cost calculation for Titling & Registration is shown on the following page.

Transaction Benchmark Cost Analysis - Titling & Registration	
	Cost per Registered Vehicle
Actual Cost	\$5.93
Transaction Benchmark Cost	\$9.55
Difference	(\$3.62)

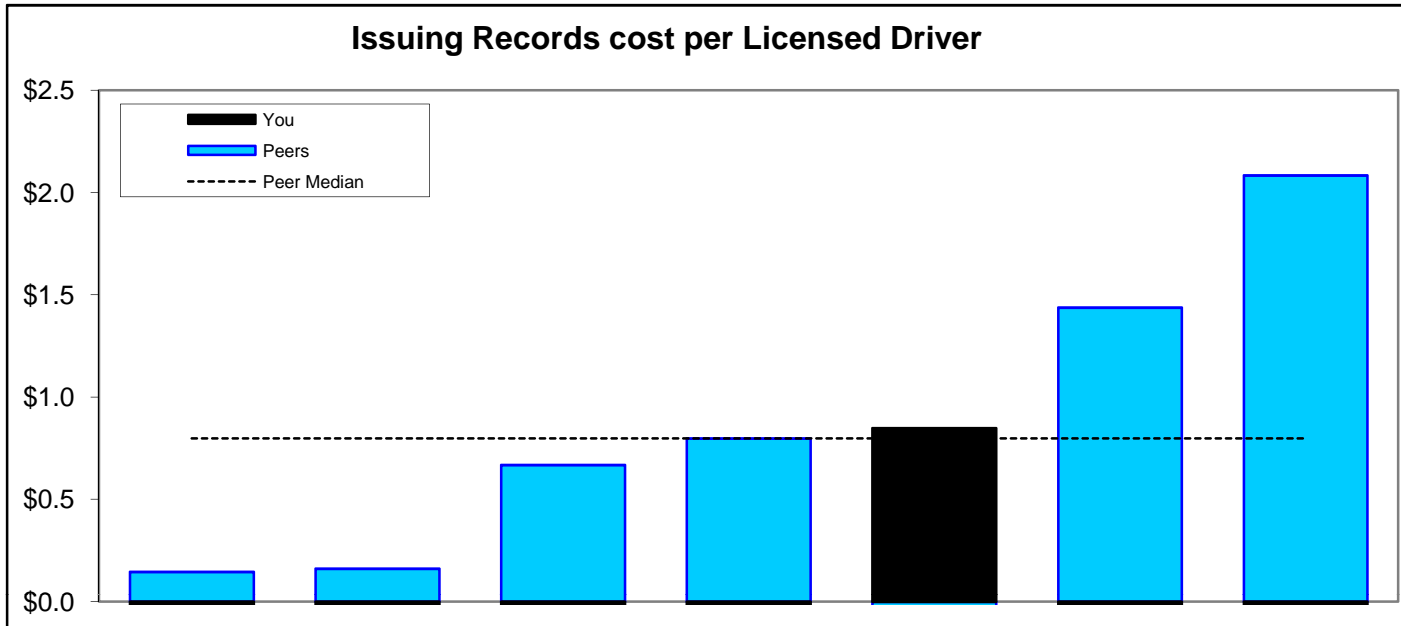
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Titling & Registration.

Your Transaction Benchmark Cost Calculation for Titling & Registration					
Titling & Registration Transaction Types	Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Registered Vehicle	
				Your	Peer Med*
Q13 Non-commercial vehicles & vessels					
a) Titles issued (all)	7,252.0	\$8.49	\$61,571.6	\$3.00	\$2.38
b) New/ original or transferred registrations	7,247.0	\$8.49	\$61,529.2	\$2.99	\$1.63
c) Renewal and replacement registrations	15,939.0	\$3.54	\$56,386.2	\$2.74	\$2.32
d) Plate or tag returns registrations	369.0	\$5.00	\$1,845.0	\$0.09	\$0.43
Q14 Commercial vehicles & vessels					
a) Titles issued (all)	65.0	\$10.61	\$689.8	\$0.03	\$0.32
b) New/ original or transferred registrations	36.0	\$10.61	\$382.1	\$0.02	\$0.18
c) Renewal and replacement registrations	155.0	\$4.25	\$658.0	\$0.03	\$0.19
Q15 Permits and special tags/ plates					
a) Temporary tags/ plates	2,104.0	\$3.54	\$7,443.2	\$0.36	\$0.28
b) Custom/Vanity plates/tags, i.e. Plates where the customers design their own alphanumeric and you need to ensure that the alphanumeric have not been used already.	119.0	\$7.08	\$842.0	\$0.04	\$0.03
c) Disabled parking placard/ permit/ plate	465.0	\$8.49	\$3,948.0	\$0.19	\$0.21
d) Permits. For example trip permits which enable vehicles to travel within the jurisdiction for a short time without being registered, parking permits such as Sno-Park permits in Oregon, etc. (Exclude all motor carrier permits such as IRP, trip, oversize and overweight - these are captured under Activity 5, questions 30 - 36).	0.0	\$14.15	\$0.0		\$0.03
Q16 Investigations into possible vehicle and vessel registration and/or titling fraud?	0.651	\$35.38	\$23.0	\$0.00	\$0.00
Q17 How many reviews or audits of Dealers or Third Parties that can process titling/registration activities did you perform last year?	7.318	\$141.50	\$1,035.5	\$0.05	\$0.02
Q18 Of your titling/registration volume, how many are for salvage/junk or non repairable vehicles? (in 000's)	0.194	\$8.49	\$1.6	\$0.00	\$0.00
Q19 many included payment of unpaid traffic and parking violations that you processed? (in 000's)	0.008	\$3.54	\$0.0	\$0.00	
Total Transaction Benchmark Cost in \$000s (C)			\$196,355.3	\$9.55	\$8.86*
Titling & Registration Volume: 000s of Registered Vehicles			20,558.0		
Titling & Registration Benchmark Cost per Registered Vehicle			\$9.55		

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

Your cost for Issuing Records was \$0.85 per licensed driver. This was above the peer median of \$0.80.



Should your cost be above the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Issuing Records cost per Licensed Driver			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$0.41	\$0.47	Decreasing: lower transaction volumes
b) Low-Cost Delivery Channel Usage: % of Issuing Records transactions through low-cost channels	93%	93%	Minimal because similar
c) Service Levels: Service Score for Issuing Records	47	60	Decreasing: lower service
d) Economies of Scale: 000s of Licensed Drivers	15,727	3,895	Decreasing: scale advantage

Are your costs reasonable?

Your actual cost is above your Transaction Benchmark Cost. This implies that you are high cost relative to the predicted cost for a jurisdiction with your volumes and types of Issuing Records transactions. Your Transaction Benchmark Cost calculation for Issuing Records is shown on the following page.

Transaction Benchmark Cost Analysis - Issuing Records	
	Cost per Licensed Driver
Actual Cost	\$0.85
Transaction Benchmark Cost	\$0.41
Difference	\$0.44

Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

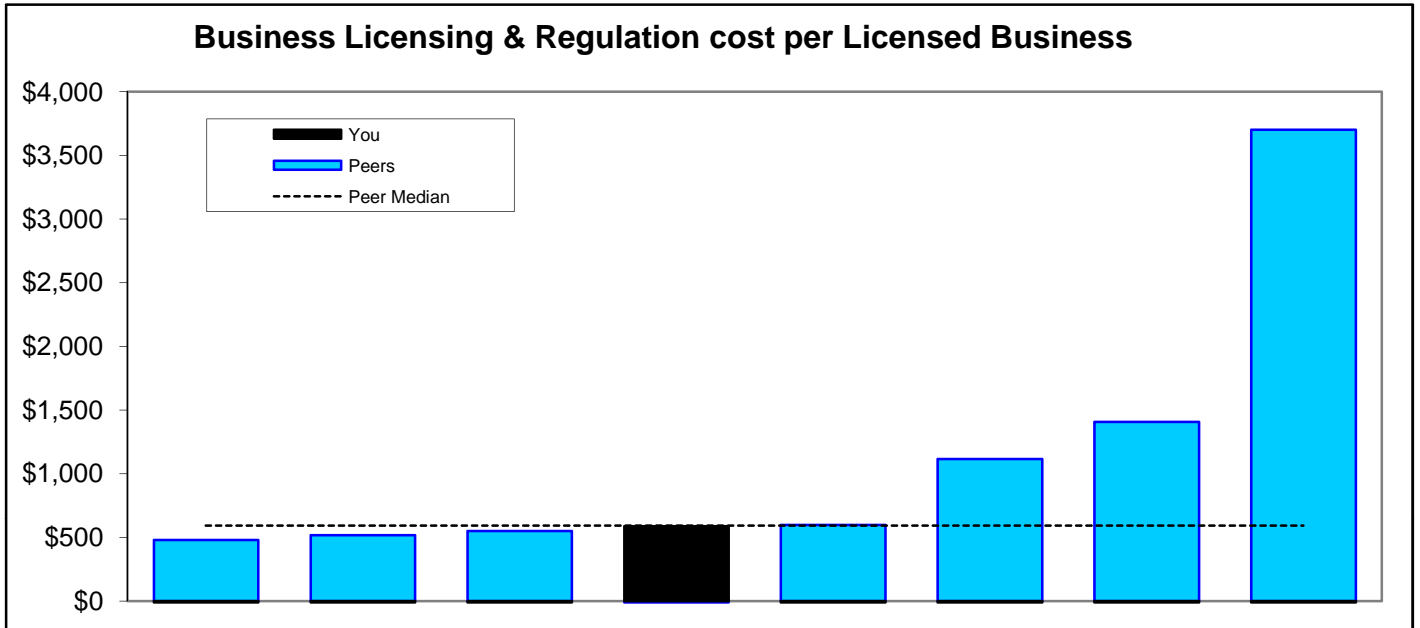
Calculation of your Transaction Benchmark Cost for Issuing Records.

Your Transaction Benchmark Cost Calculation for Issuing Records						
Issuing Records Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Licensed Driver	
					Your	Peer Med*
Q20	What was the volume of the following records? <i>Through all delivery channels except Third Party computer readable:</i>					
	a) Driver Records issued (excluding Third Party see below)	1,453.0	\$0.55	\$801.2	\$0.05	\$0.42
	b) Vehicle (tag & title) Records issued (excluding Third Party see below)	1,979.0	\$0.55	\$1,091.2	\$0.07	\$0.01
	c) Accident Records issued (excluding Third Party see below)	264.0	\$0.55	\$145.6	\$0.01	\$0.00
	<i>Third Party computer readable transactions only¹:</i>					
	a) Driver Records issued	19,307	\$0.01	\$106.5	\$0.01	\$0.00
	b) Vehicle (tag & title) Records issued	0.0	\$0.01	\$0.0	\$0.00	\$0.00
	c) Accident Records issued	0.0	\$0.01	\$0.0	\$0.00	\$0.00
Q21	How many electronic access points to your vehicle and driver records have you provided to other organizations or businesses? For example, California permits insurance companies to have electronic access to their records to aid in investigation of claims, provided that they adhere to state laws and regulations concerning access to those records. If 6 locations of 1 organization have electronic access, then this counts as 6 access points. (000s)	19.409	\$220.56	\$4,280.9	\$0.27	\$0.13
Q22	How many reviews or audits of compliance with your state laws and regulations concerning electronic access to your records did you conduct last year? Count by access points as above. (000s)	0.000	\$551.40	\$0.0	\$0.00	\$0.00
Total Transaction Benchmark Cost in \$000s (C)				\$6,425.3	\$0.41	\$0.47*
Issuing Records Volume: 000s of Licensed Drivers (D)				15,726.9		
Issuing Records Benchmark Cost per Licensed Driver (C ÷ D)				\$0.41		

¹ Third Party Computer Readable volume is treated differently than other delivery channel volume because the volume of these transactions and the cost of providing them are quite different from other delivery channels.

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

Your cost for Business Licensing & Regulation was \$587.66 per licensed business. This was close to the peer median of \$592.72.



Should your cost be close to the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Business Licensing & Regulation cost per Licensed Business			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$1,140.08	\$1,138.18	Minimal because similar
b) Low-Cost Delivery Channel Usage: % of Business Licensing & Regulation transactions through low-	89%	90%	Minimal because similar
c) Service Levels: Service Score for Business Licensing & Regulation	86	73	Increasing: higher service
d) Economies of Scale: 000s of Licensed Businessss	14.031	3.782	Decreasing: scale advantage

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Business Licensing & Regulation transactions. Your Transaction Benchmark Cost calculation for Business Licensing & Regulation is shown on the following page.

Transaction Benchmark Cost Analysis - Business Licensing & Regulation	
	Cost per Licensed Business
Actual Cost	\$587.66
Transaction Benchmark Cost	\$1,140.08
Difference	(\$552.42)

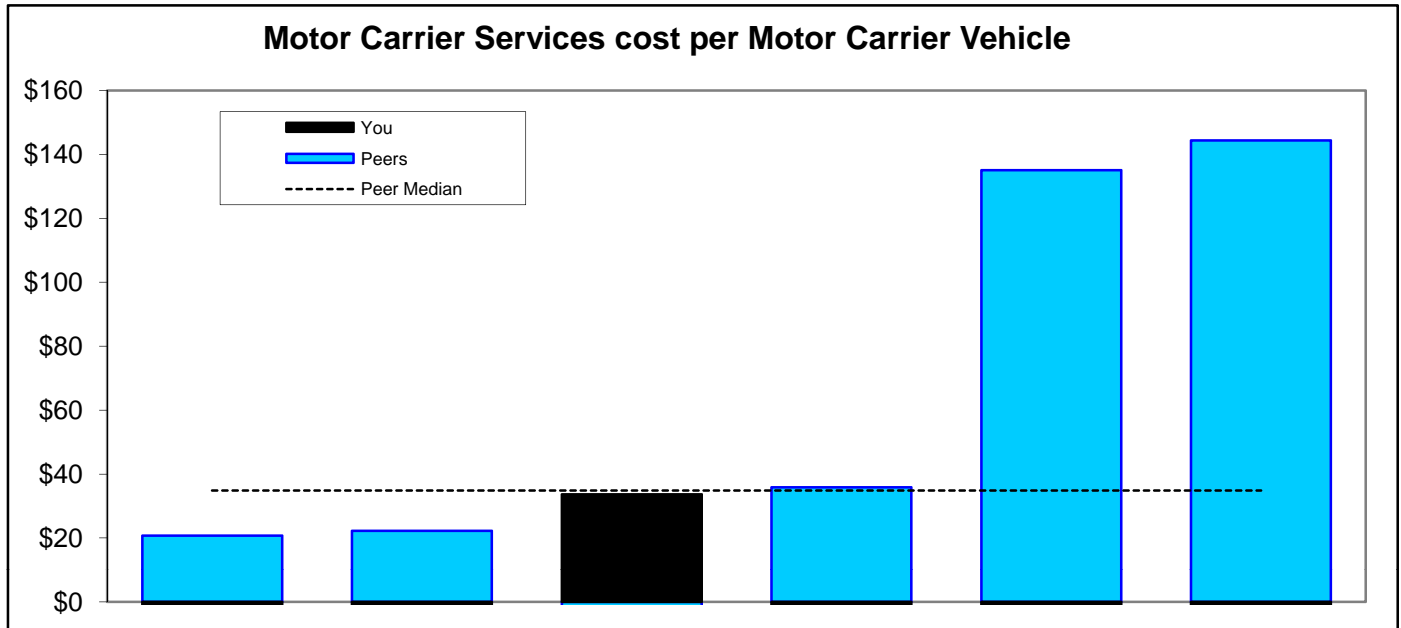
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Calculation of your Transaction Benchmark Cost for Business Licensing & Regulation.

Your Transaction Benchmark Cost Calculation for Business Licensing & Regulation						
Business Licensing & Regulation Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction Transaction Cost (\$000) (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Licensed Business	
					Your	Peer Med*
Q23	Business Licenses (all including dealers, manufacturers, driving schools, etc.)					
	a) New / original registrations	1.683	\$313.38	\$527.4	\$37.59	\$43.82
	b) Renewal and replacement registrations	13.198	\$104.46	\$1,378.7	\$98.26	\$75.11
Q24	Salesperson & Instructor licenses					
	a) New / original registrations	0.000	\$104.46	\$0.0	\$0.00	\$13.89
	b) Renewal and replacement registrations	0.498	\$62.68	\$31.2	\$2.22	\$5.86
Q25	Dealer license tags/plates					
	a) New / original registrations	17.606	\$52.23	\$919.6	\$65.54	\$46.95
	b) Renewal and replacement registrations	88.615	\$31.34	\$2,777.0	\$197.92	\$28.37
Q27	Total number of investigations:					
	a) Businesses that you license?	4.918	\$2,089.21	\$10,274.8	\$732.29	\$703.71
	b) Individuals that you license? (such as driving instructors)	0.000	\$522.30	\$0.0	\$0.00	\$0.00
Q29	Hearings related to the businesses (for e.g., dealers, distributors, etc.), or salesperson or instructors that you license.	0.021	\$4,178.43	\$87.7	\$6.25	\$29.20
Total Transaction Benchmark Cost in \$000s (C)				\$15,996.4	\$1,140.08	\$1138.18*
Business Licensing & Regulation Volume: 000s of Licensed				14.0		
Business Licensing & Regulation Benchmark Cost per Licensed Business (C ÷ D)				\$1,140.08		

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

Your cost for Motor Carrier Services was \$33.69 per motor carrier vehicle. This was slightly below the peer median of \$34.77.



Should your cost be slightly below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Motor Carrier Services cost per Motor Carrier Vehicle			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$4.27	\$11.02	Decreasing: lower transaction volumes
b) Low-Cost Delivery Channel Usage: % of Motor Carrier Services transactions through low-cost	8%	56%	Increasing: less low-cost usage
c) Service Levels: Service Score for Motor Carrier Services	72	71	Minimal because similar
d) Economies of Scale: 000s of Motor Carrier Vehicles	130	81	Decreasing: scale advantage

Are your costs reasonable?

Your actual cost is above your Transaction Benchmark Cost. This implies that you are high cost relative to the predicted cost for a jurisdiction with your volumes and types of Motor Carrier Services transactions. Your Transaction Benchmark Cost calculation for Motor Carrier Services is shown on the following page.

Transaction Benchmark Cost Analysis - Motor Carrier Services	
	Cost per Motor Carrier Vehicle
Actual Cost	\$33.69
Transaction Benchmark Cost	\$4.27
Difference	\$29.42

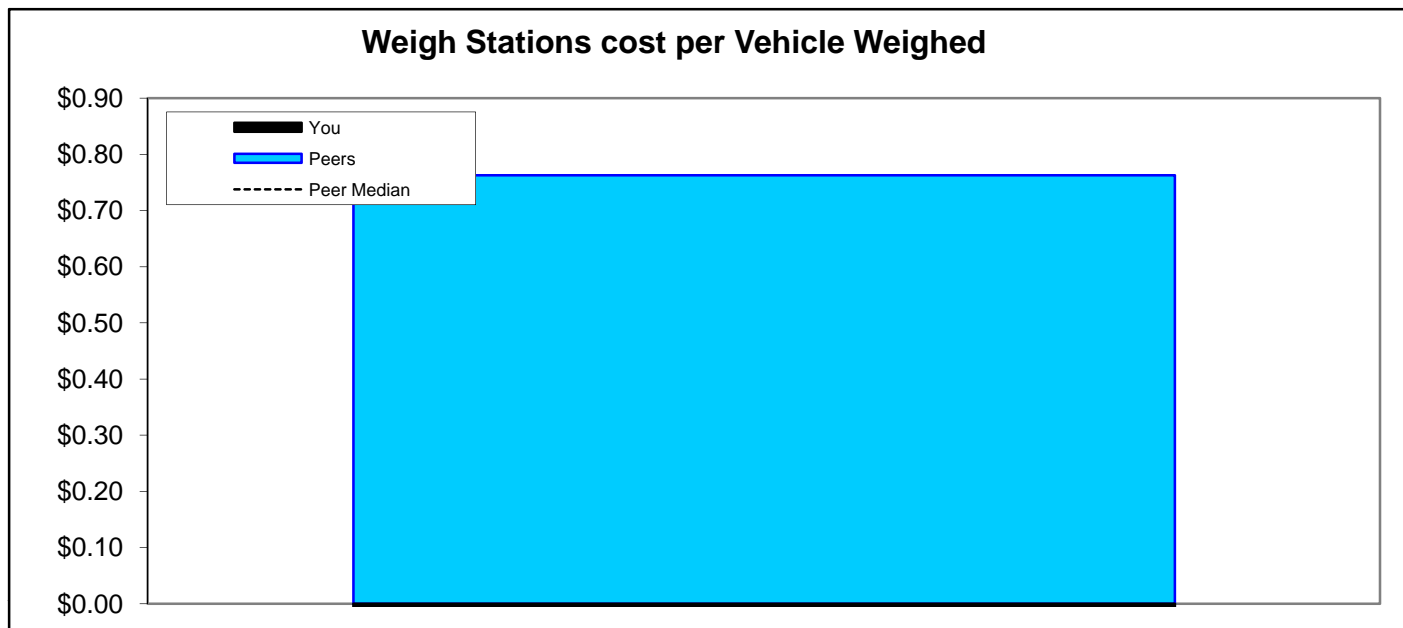
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Calculation of your Transaction Benchmark Cost for Motor Carrier Services.

Your Transaction Benchmark Cost Calculation for Motor Carrier Services						
Motor Carrier Services Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Motor Carrier Vehicle Peer Med*	
Q30	<u>International Registration Plan (IRP)</u>					
	a) New / original & supplemental	18.0	\$11.74	\$211.2	\$1.62	\$1.60
	b) Renewal and replacement	36.0	\$5.87	\$211.2	\$1.62	\$1.59
Q31	<u>Single State Registration System (SSRS)</u>					
	a) New /original & supplemental permits	-	\$11.74	\$0.0	\$0.00	\$0.00
	b) Renewal and replacement permits	-	\$5.87	\$0.0	\$0.00	\$0.00
Q32	<u>Intra-state commercial vehicle operator permit</u>					
	a) New/ original & supplemental operator permits	-	\$11.74	\$0.0	\$0.00	\$0.12
	b) Renewal and replacement permits	-	\$5.87	\$0.0	\$0.00	\$0.00
Q33	Oversize or overweight permits	-	\$46.94	\$0.0	\$0.00	\$5.45
Q34	Motor carrier trip permits for travel within you jurisdiction for a short time.	8.1	\$11.74	\$95.1	\$0.73	\$1.58
Q35	Audit or review of motor carrier operators to ensure compliance with requirements of their programs (such as IRP)	422.0	\$88.02	\$37.1	\$0.29	\$0.19
Q36	Suspensions, revocations, refusals to issue & cancellations of:					
	a) Motor Carrier Operator permit (inter & intra) for all reasons	-	\$176.03	\$0.0	\$0.00	\$0.00
	b) Motor Carrier Vehicles for all reasons	-	\$117.36	\$0.0	\$0.00	\$0.06
Total Transaction Benchmark Cost in \$000s (C)				\$554.7	\$4.27	\$11.02*
Motor Carrier Services Volume: 000s of Motor Carrier Vehicles				130.0		
Motor Carrier Services Benchmark Cost per Motor Carrier				\$4.27		

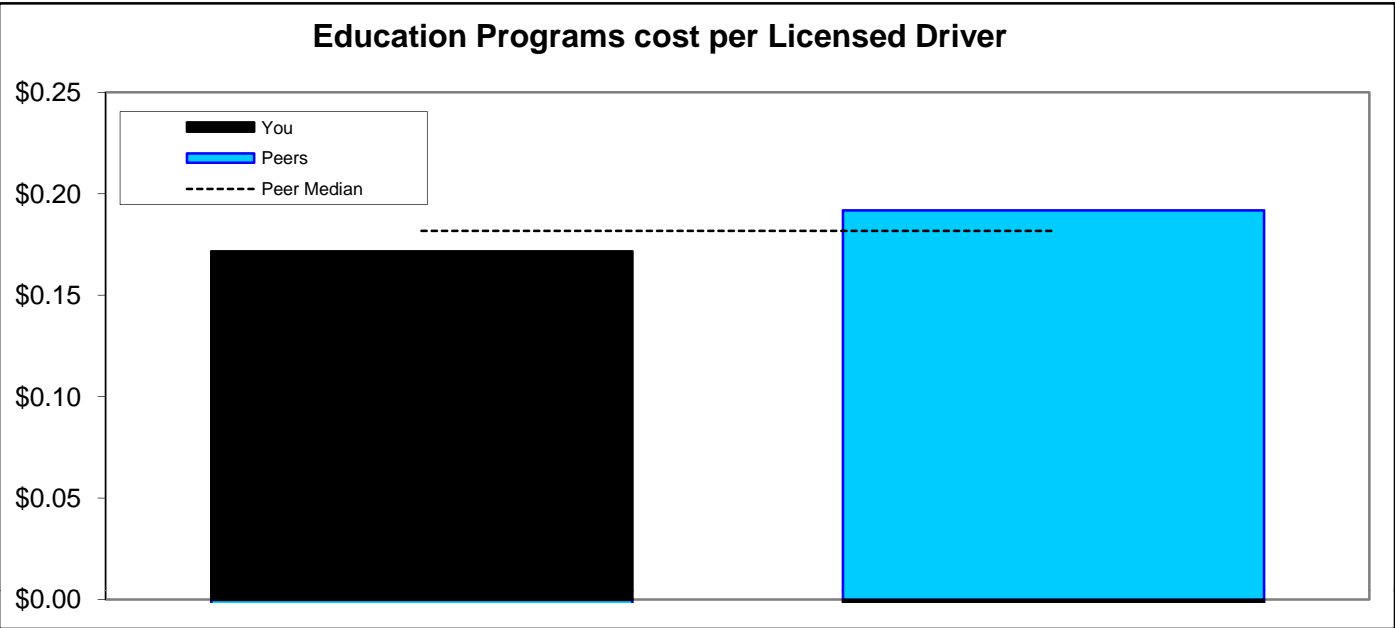
*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

You did not have costs for Weigh Stations. One peer provided us with their weigh station costs.



Since we only had one peer with weigh station costs, we did not calculate a transaction based Transaction Benchmark Cost for Weigh Stations. Instead, the Transaction Benchmark Cost for Weigh Stations was set equal to the actual cost, effectively neutralizing this Activity for purposes of Transaction Benchmark Cost analysis.

Your cost for Education Programs was \$0.17 per licensed driver. This was below the peer median of \$0.18.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Education Programs cost per Licensed Driver			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	0.36	0.18	Increasing: higher transaction volumes
b) Low-Cost Delivery Channel Usage: % of Education Programs transactions through low-	n/a ¹	n/a ¹	n/a
c) Service Levels: Service Score for Education Programs	n/a ²	n/a ²	n/a
d) Economies of Scale: 000s of Licensed Drivers	15,727	3,895	Decreasing: scale advantage

(1) Low Cost Delivery Channels do not apply to Education Programs.

(2) We do not have a Service Level measure for Education Programs.

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Education Programs transactions. Your Transaction Benchmark Cost calculation for Education Programs is shown on the following page.

Transaction Benchmark Cost Analysis - Education Programs	
	Cost per Licensed Driver
Actual Cost	\$0.17
Transaction Benchmark Cost	\$0.36
Difference	(\$0.18)

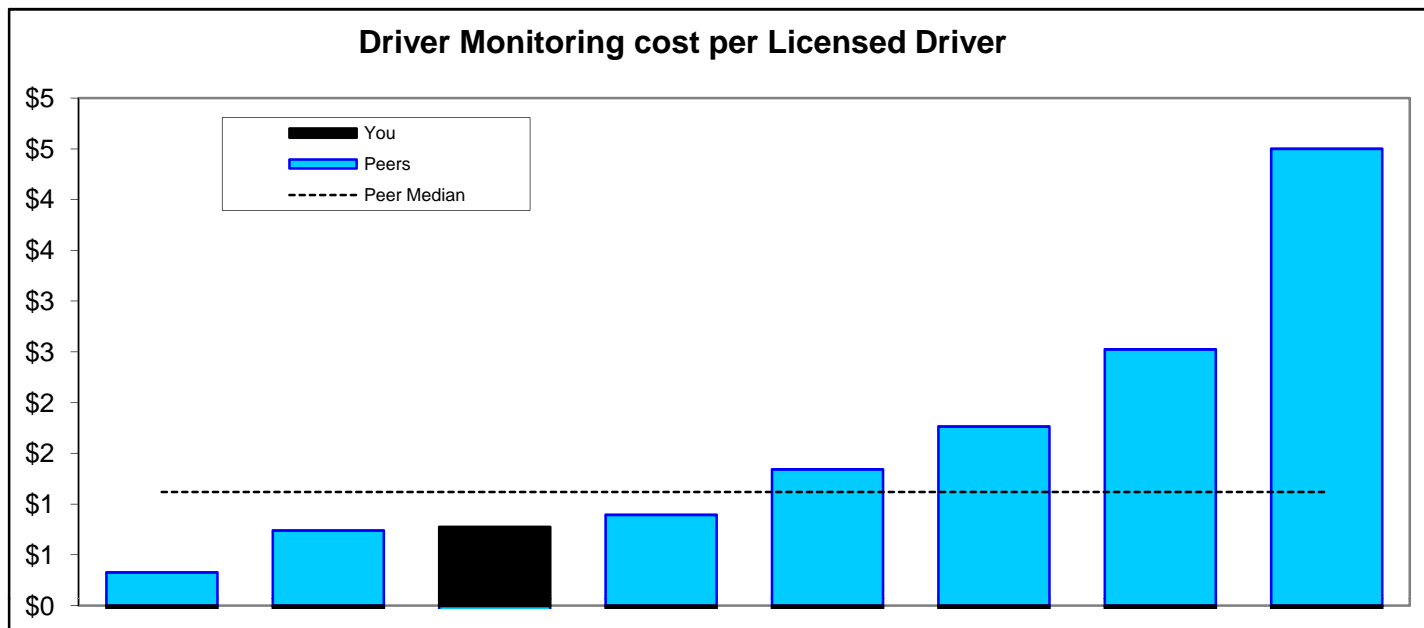
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Education Programs.

Your Transaction Benchmark Cost Calculation for Education Programs						
Education Programs Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Licensed Driver Peer Med*	
					Your	
Q38 What were your total volumes, in 000s, of:						
a) Driver education and other education sessions (including auto theft prevention) you offered?		69.9	\$9.75	\$681.6	\$0.04	\$0.02
b) How many total instructional hours?		5,047.5	\$0.97	\$4,919.4	\$0.31	\$0.16
c) Total number of people enrolled in the courses?		1,050.3	\$0.00	\$0.0	\$0.00	\$0.00
d) Grants for education, safety programs, etc. you applied for? (000s)		0.002	\$97.46	\$0.2	\$0.00	\$0.00
e) Grants awarded? (000s)		0.002	\$0.00	\$0.0	\$0.00	\$0.00
Total Transaction Benchmark Cost in \$000s (C)				\$5,601.2	\$0.36	\$0.182*
Education Programs Volume: 000s of Licensed Drivers (D)				15,726.9		
Education Programs Benchmark Cost per Licensed Driver (C ÷ D)				\$0.36		

**Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.*

Your cost for Driver Monitoring was \$0.78 per licensed driver. This was below the peer median of \$1.12.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Driver Monitoring cost per Licensed Driver			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$1.71	\$1.57	Increasing: slightly higher transaction volumes
b) Low-Cost Delivery Channel Usage: % of Driver Monitoring transactions through low-cost	n/a ¹	n/a ¹	n/a
c) Service Levels: Service Score for Driver Monitoring	90	54	Increasing: higher service
d) Economies of Scale: 000s of Licensed Drivers	15,727	3,895	Decreasing: scale advantage

(1) Low Cost Delivery Channels do not apply to Driver Monitoring.

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Driver Monitoring transactions. Your Transaction Benchmark Cost calculation for Driver Monitoring is shown on the following page.

Transaction Benchmark Cost Analysis - Driver Monitoring	
	Cost per Licensed Driver
Actual Cost	\$0.78
Transaction Benchmark Cost	\$1.71
Difference	(\$0.94)

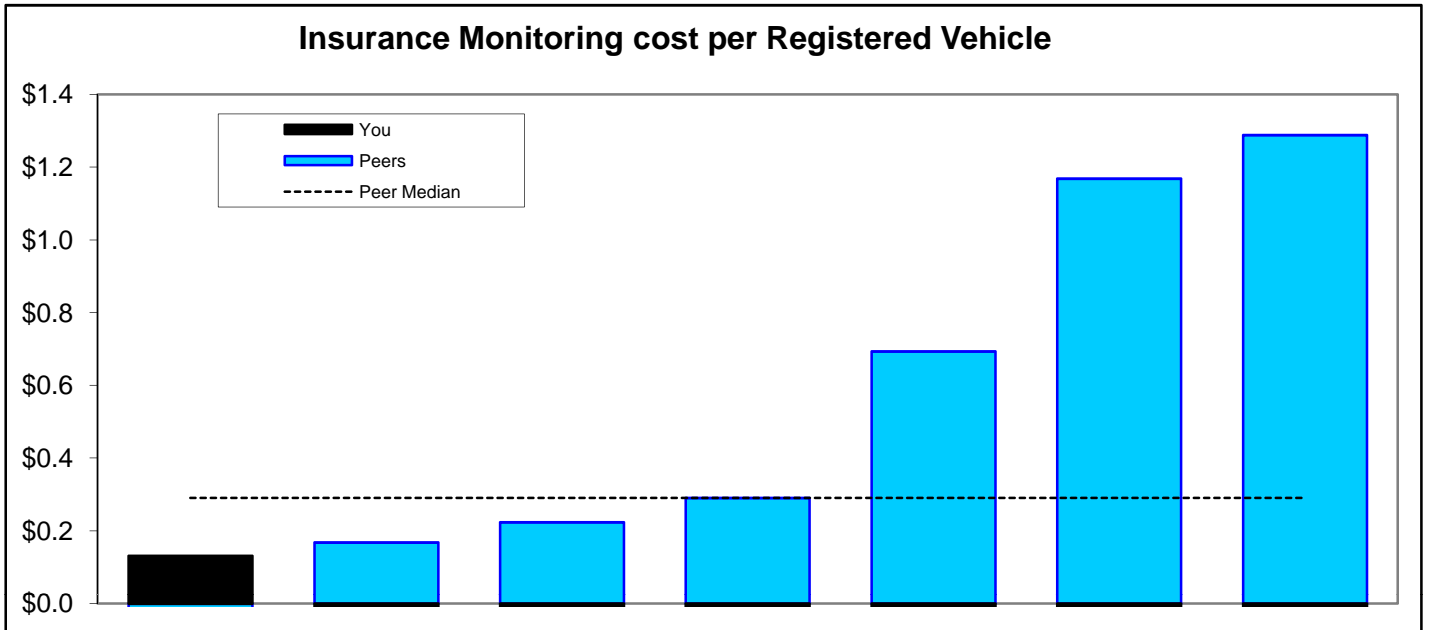
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Driver Monitoring.

Your Transaction Benchmark Cost Calculation for Driver Monitoring					
Driver Monitoring Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Licensed Driver Peer Med* Your
Q39 What were your total volumes of:					
a) License suspensions, revocations & cancellations		1,841.5	\$5.65	\$10,406.3	\$0.66 \$0.36
b) License reinstatements		1,369.4	\$2.83	\$3,869.2	\$0.25 \$0.11
c) Restricted or hardship licenses		277.1	\$5.65	\$1,565.9	\$0.10 \$0.08
d) Hearings conducted (hardship, probationary, etc.)		38.8	\$226.04	\$8,770.3	\$0.56 \$0.54
e) Convictions/Clearances/Affidavits including failure to pay, failure to collect, etc., posted to driver records?		3,608.4	\$0.57	\$2,039.1	\$0.13 \$0.11
f) Accident reports processed		281.0	\$1.13	\$317.6	\$0.02 \$0.03
Total Transaction Benchmark Cost in \$000s (C)				\$26,968.4	\$1.71 \$1.57*
Driver Monitoring Volume: 000s of Licensed Drivers (D)				15,726.9	
Driver Monitoring Benchmark Cost per Licensed Driver (C ÷ D)				\$1.71	

**Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.*

Your cost for Insurance Monitoring was \$0.13 per registered vehicle. This was below the peer median of \$0.29.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Insurance Monitoring cost per Registered Vehicle			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$0.42	\$0.42	Minimal because similar
b) Low-Cost Delivery Channel Usage: % of Insurance Monitoring transactions through low-	n/a ¹	n/a ¹	n/a
c) Service Levels: Service Score for Insurance Monitoring	83	76	Increasing: slightly higher service
d) Economies of Scale: 000s of Registered Vehicles	20,558	4,692	Decreasing: scale advantage

(1) Low Cost Delivery Channels do not apply to Insurance Monitoring.

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Insurance Monitoring transactions. Your Transaction Benchmark Cost calculation for Insurance Monitoring is shown on the following page.

Transaction Benchmark Cost Analysis - Insurance Monitoring	
	Cost per Registered Vehicle
Actual Cost	\$0.13
Transaction Benchmark Cost	\$0.42
Difference	(\$0.29)

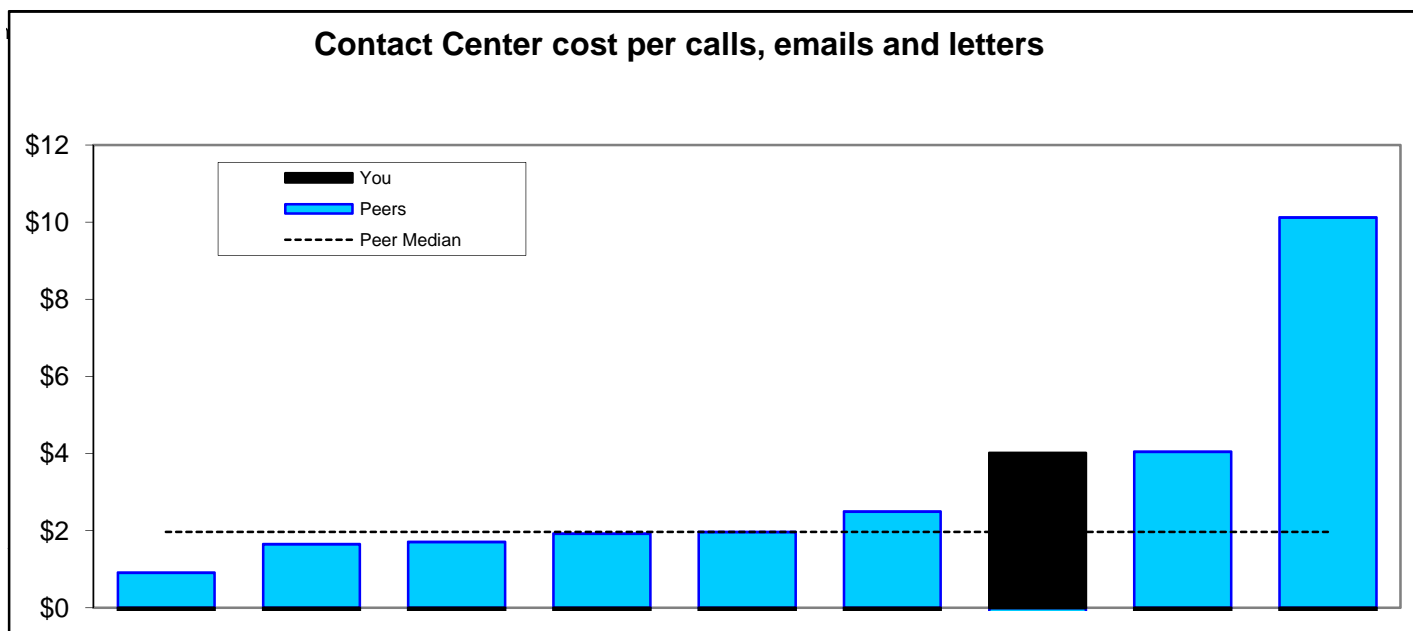
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Insurance Monitoring.

Your Transaction Benchmark Cost Calculation for Insurance Monitoring						
Insurance Monitoring Transaction Types		Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per Registered Vehicle	
					Your	Peer Med*
Q40 What were your total volumes, in 000s, of:	c) Vehicle registration or Driver License Suspension Notices processed (for non compliance with insurance	489.6	\$9.86	\$4,829.0	\$0.23	\$0.23
	d) Lapse of Insurance Coverage suspension either to Driver or Vehicle processed [a notification to the customer of a suspected lapse in insurance coverage. If the customer does not respond with new insurance information within the time allotted, then a suspension is usually processed - see a) above]	714.5	\$4.93	\$3,523.6	\$0.17	\$0.15
	e) SR22 and/or SR26 and/or FR19 or other types of proof of insurance forms processed. [These are generally hardcopy forms]	196.0	\$0.99	\$193.3	\$0.01	\$0.07
Q177 Do you verify insurance coverage of vehicle registrations? [same for all jurisdictions]		Yes	\$49.32	\$49.3	\$0.00	\$0.01
Total Transaction Benchmark Cost in \$000s (C)				\$8,595.2	\$0.42	\$0.42*
Insurance Monitoring Volume: 000s of Registered Vehicles (D)				20,558.0		
Insurance Monitoring Benchmark Cost per Registered Vehicle				\$0.42		

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

Your cost for Contact Center was \$4.02 per calls, emails and letters. This was above the peer median of \$1.97.



Should your cost be above the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Contact Center cost per calls, emails and letters			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$2.96	\$2.96	Minimal because similar
b) Low-Cost Delivery Channel Usage: % of Contact Center transactions through low-cost channels	n/a ¹	n/a ¹	n/a
c) Service Levels: Service Score for Contact Center	50	59	Decreasing: lower service
d) Economies of Scale: 000s of calls, emails and letters (call volume is per survey, excluding after	1,816	2,374	Increasing: scale disadvantage

(1) Low Cost Delivery Channels do not apply to Contact Center.

Are your costs reasonable?

Your actual cost is above your Transaction Benchmark Cost. This implies that you are high cost relative to the predicted cost for a jurisdiction with your volumes and types of Contact Center transactions. Your Transaction Benchmark Cost calculation for Contact Center is shown on the following page.

Transaction Benchmark Cost Analysis - Contact Center	
	Cost per calls, emails and letters
Actual Cost	\$4.02
Transaction Benchmark Cost	\$2.96
Difference	\$1.06

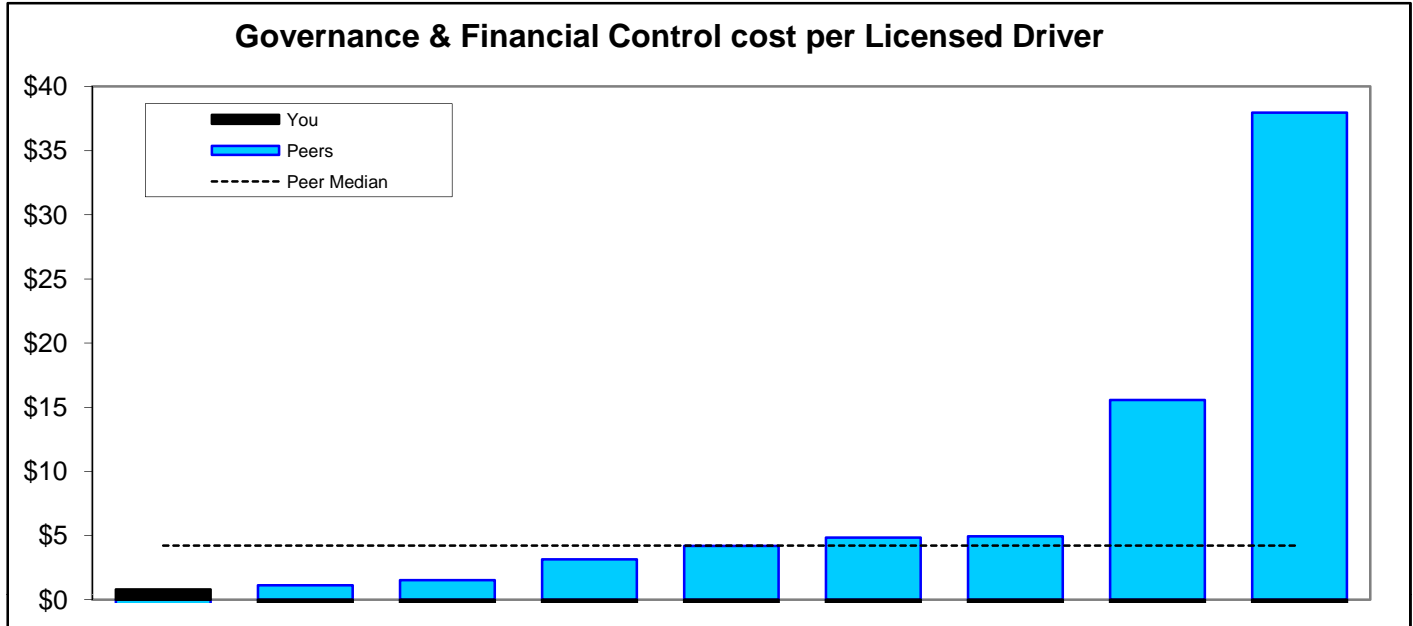
Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Contact Center.

Your Transaction Benchmark Cost Calculation for Contact Center						
Contact Center Transaction Types			Transaction Volume 000s (A)	Benchmark Cost per Transaction (B)	Transaction Benchmark Cost (\$000) (C = A x B)	Benchmark Cost per calls, emails and letters (call volume is per Peer Med*) Your Med*
Possible call outcomes during business hours:						
Q186	a) Caller gets through to a knowledgeable person?		875.0	\$3.97	\$3,477.9	\$1.91
	b) Receptionist takes a message?		n/a	\$3.97	\$0.0	\$0.00
	c) Voice mail takes a message during business hours?		n/a	\$3.97	\$0.0	\$0.00
	d) Callers' needs satisfied by self serve options on your automated customer service line?		441.0	\$1.99	\$876.5	\$0.48
Q41	What were your total volumes in 000s of:					
	a) Email enquiries from customers?		69.5	\$6.81	\$473.2	\$0.26
	b) Written/fax correspondence general enquiries from customers?		64.0	\$8.52	\$545.1	\$0.30
Total Transaction Benchmark Cost in \$000s (C)					\$5,372.7	\$2.96
Contact Center Volume: 000s of calls, emails and letters (D)					1,816.5	\$2.96*
Contact Center Benchmark Cost per calls, emails and letters (C ÷ D)					\$2.96	

**Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.*

Your cost for Governance & Financial Control was \$0.81 per licensed driver. This was below the peer median of \$4.20.



Should your cost be below the peer median?

The following table summarizes how the four cost factors that we measure impact your relative costs.

Factors that can impact Governance & Financial Control cost per Licensed Driver			
	You	Peer Median	Cost Impact You vs. Peers
a) Transaction Benchmark Cost	\$4.88	\$6.25	Decreasing: lower transaction volumes
b) Low-Cost Delivery Channel Usage: % of Governance & Financial Control transactions	n/a ¹	n/a ¹	n/a
c) Service Levels: Service Score for Governance & Financial Control	99	75	Increasing: higher service
d) Economies of Scale: 000s of Licensed Drivers	15,727	3,895	Decreasing: scale advantage

(1) Low Cost Delivery Channels do not apply to Governance & Financial Control.

Are your costs reasonable?

Your actual cost is below your Transaction Benchmark Cost. This implies that you are low cost relative to the predicted cost for a jurisdiction with your volumes and types of Governance & Financial Control transactions. Your Transaction Benchmark Cost calculation for Governance & Financial Control is shown on the following page.

Transaction Benchmark Cost Analysis - Governance & Financial Control	
	Cost per Licensed Driver
Actual Cost	\$0.81
Transaction Benchmark Cost	\$4.88
Difference	(\$4.08)

Our research shows that transaction volumes, as measured by the Transaction Benchmark Cost, are usually one of the biggest drivers of costs. But you also need to consider other factors such as service levels, economies of scale and delivery channel usage, which can also have a large impact on costs.

Calculation of your Transaction Benchmark Cost for Governance & Financial Control.

Your Transaction Benchmark Cost Calculation for Governance & Financial Control					
Governance & Financial Control Transaction Types	Transaction Volume 000s	Benchmark Cost per Transaction	Transaction Benchmark Cost (\$000)	Benchmark Cost per Licensed Driver	
	(A)	(B)	(C = A x B)	Your	Peer Med*
<u>Estimated Fixed and Additional Variable Costs</u> We cannot directly capture the volume transactions associated with governance & financial control. Therefore, we estimate the fixed and variable cost required to do these activities.					
<ul style="list-style-type: none"> • Estimate of the fixed cost (same for all jurisdictions) 	n/a	\$7,093	\$7,093.0	\$0.45	\$1.82
<ul style="list-style-type: none"> • Estimate of the variable cost per Licensed Driver 	15,726.9	\$4.43	\$69,719.0	\$4.43	\$4.43
Total Transaction Benchmark Cost in \$000s (C)			\$76,812.0	\$4.88	\$6.25*
Governance & Financial Control Volume: 000s of Licensed Drivers (D)			15,726.9		
Governance & Financial Control Benchmark Cost per Licensed Driver (C ÷ D)			\$4.88		

*Note: The peer Transaction Benchmark Cost will not equal to the sum of peer median line items, as they are medians and not averages. We show 'medians' instead of 'averages' because 'averages' can often be skewed by outlier or unusual differences which are interesting but not necessarily representative of the group.

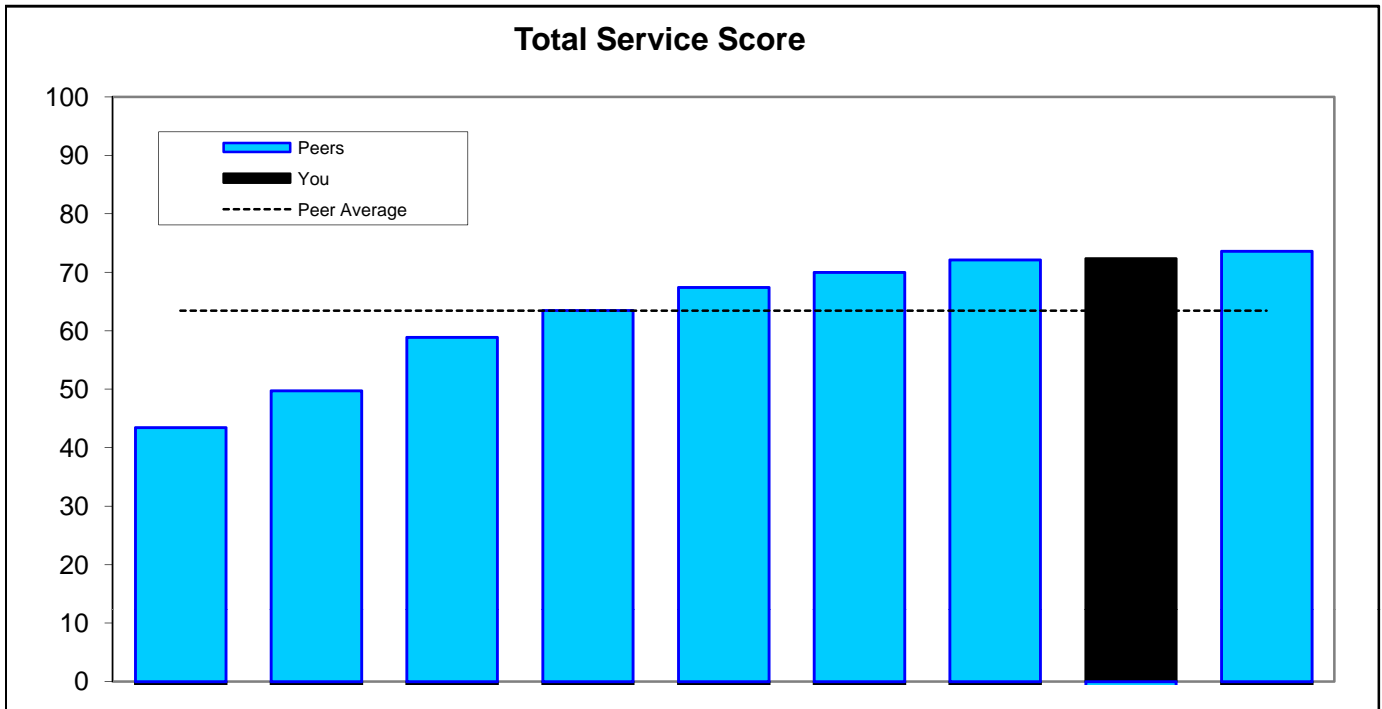
SERVICE

This section:

- Compares your Total Service Level, Service Levels by Delivery Channel and Service Level by Activity to your peers.
- Identifies areas where you may be able to improve or reduce your service levels.
- Provides details of the methodology and criteria used to evaluate your service.

If any of your data in this section is marked with () or a (^), it is a default that has been assigned because your data was unknown or missing, respectively.*

Your total Service Score was 72. This was above the peer average of 63.



Interpreting Service Results

Higher Service Scores are not necessarily better. This is because:

- Service is defined as "anything a customer would like before considering costs." As this definition does not consider costs, higher service may not always be cost effective or optimal. For example, it is higher service to have a call center open 24 hours a day, but few jurisdictions would be able to justify the cost.
- Our 'weights' are an approximation of the importance of an individual service element. These weights will not always reflect the relative importance that you or your customers attach to an individual service element.

The service measures are most useful for identifying what you are doing differently than your peers. Understanding these differences can give you ideas on how you may improve or reduce the service you provide to your customers.

Summary of Service Scores by Activity

Service Scores by Activity							
Activity	Weight	Service Score out of 100					
		You	Avg	Max	Peer Med	Min	#
1 - Driver Licensing	25%	81	69	81	70	54	9
2 - Titling & Registration	25%	73	59	76	64	25	9
3 - Issuing Records	11%	47	60	83	60	39	9
4 - Business Licensing & Regulation	5%	86	67	86	73	42	8
5 - Motor Carrier Services	11%	72	68	82	71	47	6
6 - Weigh Stations	0%	n/a	59	62	60	56	3
7 - Education Programs	n/a						
8 - Driver Monitoring	5%	90	59	90	54	27	9
9 - Insurance Monitoring	5%	83	72	92	76	36	9
10 - Contact Center	11%	50	60	79	59	43	9
11 - Non Comparable Activities	n/a						
12 - Governance & Financial Control	2%	99	72	99	75	50	9
Total Service Score	100%	72	63	74	67	43	9

Details of the calculation of Service Scores for each Activity are provided beginning on page 5 of this section. There are no Service Scores for Education Programs at this time or for Non Comparable Activities.

Summary of Service Scores by Delivery Channel

Service Scores by Delivery Channel						
Delivery Channel	Service Score out of 100					
	You	Avg	Max	Peer Med	Min	#
A Field Offices	77	73	88	71	58	9
B Licensed Agents/Delegates	55	53	67	54	41	8
C Telephone Transactions	59	58	74	57	43	5
D Web Transactions	91	76	95	83	20	8
E E-tellers	n/a	37	41	37	33	2
F Mail/Fax	68	65	95	68	35	9

Details of Delivery Channel Service Score calculations are provided starting on page 48 of this section.

The availability and quality of service provided through Delivery Channels can greatly effect the service for a given activity. Therefore, Delivery Channel service scores are incorporated in the activity service score.

The Peer Average is based on jurisdictions that have the Delivery Channel, i.e., jurisdictions that do not have the channel are excluded.

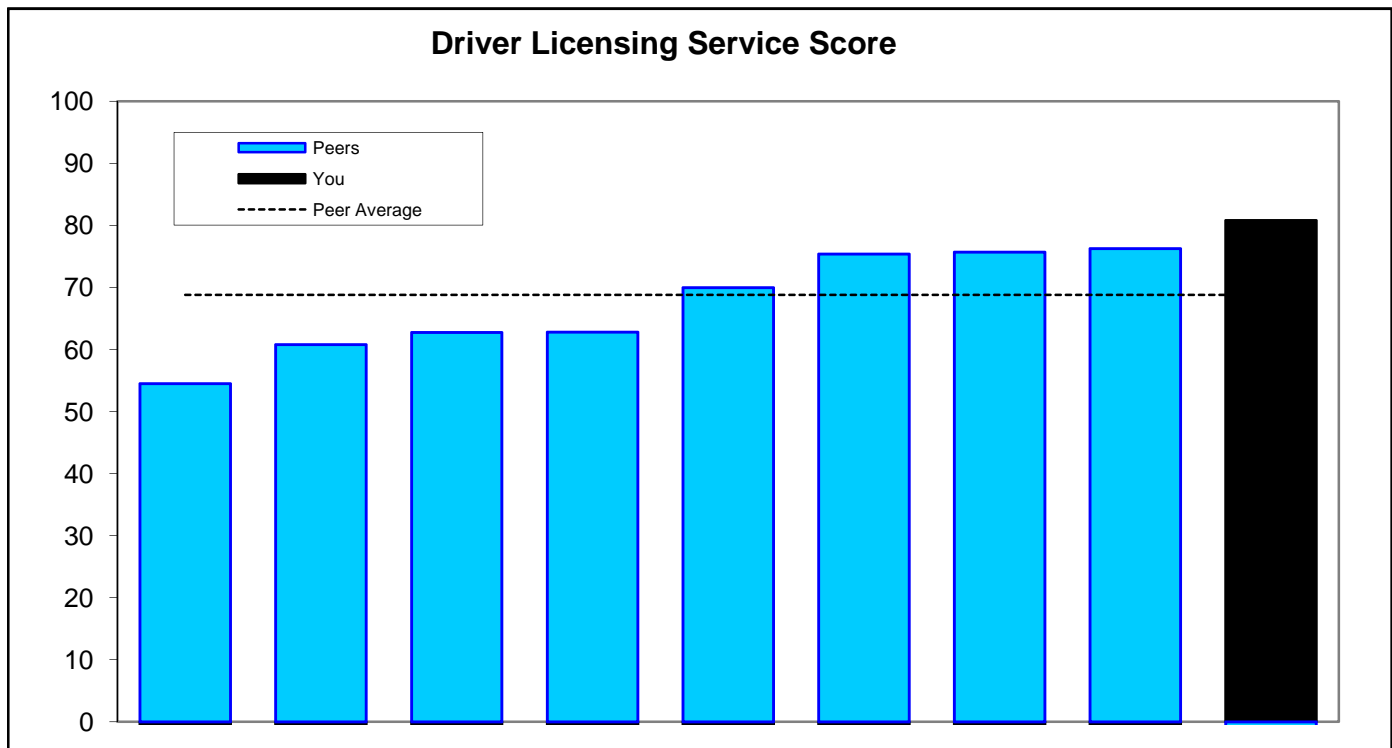
Comparison of Historical Service Scores

Service Scores						
	You			Peer Avg		
	2007	2006*	2005*	2007	2006*	2005*
<u>Delivery Channel</u>						
A Field Offices	77	75	75	73	72	73
B Licensed Agents/Delegates	55	53	57	53	53	53
C Telephone Transactions	59	59	60	58	55	57
D Web Transactions	91	73	79	76	77	79
E E-tellers	n/a	n/a	n/a	37	37	20
F Mail/Fax	68	70	70	65	62	70
1 - Driver Licensing	81	78	79	69	69	70
2 - Titling & Registration	73	71	76	59	60	67
3 - Issuing Records	47	39	41	60	65	60
4 - Business Licensing & Regulation	86	90	85	67	70	73
5 - Motor Carrier Services	72	74	67	68	70	65
6 - Weigh Stations	n/a	n/a	n/a	59	70	72
7 - Education Programs ^	-	-	-	-	-	-
8 - Driver Monitoring	90	90	90	59	64	68
9 - Insurance Monitoring	83	83	84	72	75	74
10 - Contact Center	50	47	48	60	61	59
11 - Non Comparable Activities ^	-	-	-	-	-	-
12 - Governance & Financial Control	99	99	99	72	68	74
Total Service Score	72	71	71	63	65	67
Total Service Score - Median				67	69	69

* The Service score calculation methodology has been refined based on participant feedback. The current Service Score methodology was applied retroactively to recalculate your 2005 and 2004 scores. If a service question was not asked previously, we used your response from the current year as a default. Details of the methodology changes are provided on the following page.

^ We do not have Service measures for activity 7 - Education or activity 11 - Non comparable activities.

Your Service Score for Driver Licensing was 81. This was above the peer average of 69.



Components used to Calculate your Driver Licensing Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A Weighted Delivery Channel Service Score	60%	75	72
B. Self-Serve Alternatives	20%	90	76
C. Error Rates and Other	20%	88	54
Weighted Total	100%	81	69

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Driver Licensing activity is 25.3% of your Total Motor Vehicle Administration Service Score.

A. Weighted Delivery Channel Service Score

60% of the Driver Licensing Service Score

You Peer Avg

1. Service Score for Weighted Delivery Channel Service Score

75

72

2. Calculation of your Weighted Delivery Channel Service Score

75 = + 56.4% X Field Office Service Score [You: 77]
 + 18.0% X Licensed Agents Service Score [You: 55]
 + 0.5% X Telephone Transactions Service Score [You: 59]
 + 21.1% X Web Transactions Service Score [You: 91]
 + 0.0% X E-teller Transactions Service Score [You: n/a]
 + 4.0% X Mail Transaction Service Score [You: 68]

The calculation of your Delivery Channel Service Scores is shown in this section, starting on page 51.

Interpreting the Scoring Formula

- The most important determinant of service for this Activity is the quality of service provided through the Delivery Channels used by the customers. For example, Field Offices is a high volume Delivery Channel. Therefore, the proximity of a Field Office, hours of operation, wait times, capability and satisfaction are very important. The methodology used to calculate the Service Scores for each Delivery Channel is shown later in this section.
- The weights used to determine your Delivery Channel Service Score for this activity reflect your relative volumes of Driver Licensing client transactions done through each Delivery Channel. This method of weighting ensures that the channels that your clients use the most are given the highest weights. These weights will be different for every peer.

3. Data used to determine the weights for your Weighted Delivery Channel Score

Driver Licensing Customer Transactions by Delivery Channel	Customer Trans. ¹ (# in 000s)	% of Total	
	You	You	Peer Avg
Field Offices	5,185	56.4%	84.0%
Licensed Agents/Delegates	1,652	18.0%	2.1%
Telephone Transactions	44	0.5%	0.3%
Web Transactions	1,942	21.1%	6.8%
E-tellers	0	0.0%	0.0%
Mail/Fax	365	4.0%	6.8%
Total	9,188	100%	100%

1. Customer transactions for Driver Licensing are: new/renewal/replacement licenses/IDs, driver road tests, driver written tests, address changes. Refer to 'Section 6 - Transaction Volumes' for the detailed breakdown. Transactions done through 3rd-party computer hookup have been excluded.

B. Self-Serve Alternatives

20% of the Driver Licensing Service Score

	You	Peer Avg
1. Service Score for Self-Serve Alternatives	90	76

2. Calculation of your Self-Serve Alternatives Score

90 = + 100 if you have four Self-Serve Alternatives for driver licensing, 90 if you have three, 75 if you have two, 50 if you have one, 0 if none. [You: 3.0 alternatives]

Interpreting the Scoring Formula

- More alternatives for effecting a transaction are better. Different customers prefer different alternatives.

3. Data used to determine the Self-Serve Alternatives Score	You	Peer Avg
Q8-11 Can customers do driver licensing transaction via the:		
a) Web?	yes	89%yes
b) Telephone?	yes	33%yes
c) E-tellers?	no	11%yes
d) Mail?	<u>yes</u>	<u>89%yes</u>
Total number of Self-Serve Alternatives for Driver Licensing	3	2

C. Error Rates and Other

20% of the Driver Licensing Service Score

	You	Peer Avg
1. Service Score for Error Rates and Other	88	54

2. Calculation of your Error Rates and Other Score

88 = + 35 if your Error Rate is 0% (i.e., if you do not have to reissue any licenses due to errors on your part), otherwise $35 - 500 \times \text{the Error Rate}$ [You: 2.0%* error]

+ 40 if the renewal month for a driver's license and vehicle registration are the same [You: yes]

+ 5 if all customers can book an appointment for a driver road test in advance, 2.5 if some customers can, 0 if no [You: yes]

+ 5 if publish your Handbook in 6 or more languages, otherwise 1 for each language [You: 3 languages]

+ 5 if you offer your 'written' driver test in 6 or more languages or non-written methodologies, otherwise 1 for each [You: 3 languages plus 3 non-written methodologies]

+ 5 if you facilitate organ donation [You: yes]

+ 5 if you facilitate voter registration [You: yes]

Interpreting the Scoring Formula

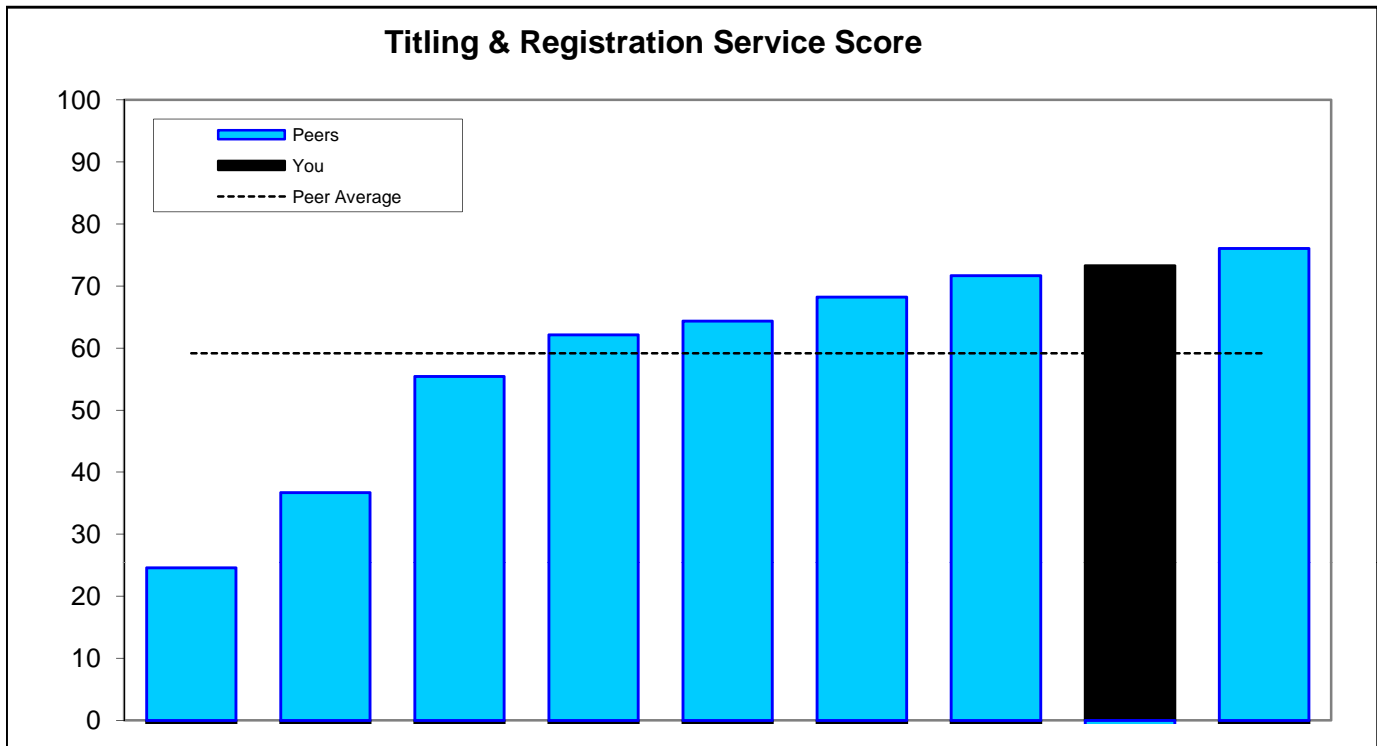
- Errors are an inconvenience to the customer.
- The more alternatives and conveniences, the better. Conveniences include voter registration, organ donation and the option to book a road test in advance. Alternatives include different languages for the Handbook and driver written test.

C. Error Rates and Other (continued)

20% of the Driver Licensing Service Score

3. Data used to determine the Error Rates and Other Score		You	Peer Avg
Q113	Can customers book an appointment for a Driver Road Test?	yes	78%yes
	a) If yes, what is the average number of days between the customers' request and the earliest available testing dates that can be reserved?	3	14
	b) If no or some, what is the average wait time in minutes for a Driver Road Test?	n/a	22
Q114	On average, over the course of a year, what proportion of your licenses (all types) must be reissued because of a mistake or error on your part?	2.0%*	1.45%
Q115	In how many different languages do you:		
	a) publish your Handbook (the manual with all the traffic laws, signs, etc.)?	3	3
	b) offer your Written Drivers' test?	3	10
Q116	Do you offer the following alternatives to the Written Drivers' examination?		
	a) Sign Language?	yes	78%yes
	b) Verbal examinations by a person?	yes	89%yes
	c) Verbal examinations by recording?	yes	78%yes
	d) Other? (describe)	no	22%yes
	n/a		
	Total non-written alternatives	3	3
Q117	Do you facilitate organ donation sign-up or opt-out?	yes	100%yes
	If yes:		
	a) Do you maintain a record of the customer's organ donor election in your database and on their license?	yes	100%yes
Q118	Do you facilitate voter registration?	yes	100%yes
	If yes:		
	a) Do you maintain a record of the voter registration in your database?	no	44%yes
	b) Do you send the information and/or forms to another entity?	yes	100%yes
Q127.1	Is the renewal month for a driver's license the same as for the driver's vehicle registration? For example, some jurisdiction tie the renewal month for both licenses and vehicle registrations to the driver/owner's birth date.	yes	11%yes

Your Service Score for Titling & Registration was 73. This was above the peer average of 59.



Components used to Calculate your Titling & Registration Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Weighted Delivery Channel Service Score	35%	61	66
B. Self-Serve Alternatives	20%	90	67
C. Dealer Capability to Register for Customers	25%	90	72
D. Error Rates and Other	20%	58	24
Weighted Total	100%	73	59

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Titling & Registration activity is 25.3% of your Total Motor Vehicle Administration Service Score.

A. Weighted Delivery Channel Service Score

35% of the Titling & Registration Service Score

You Peer Avg

1. Service Score for Weighted Delivery Channel Service Score

61

66

2. Calculation of your Weighted Delivery Channel Service Score

61 = + 12% X Field Office Service Score [You: 77]
 + 74% X Licensed Agents Service Score [You: 55]
 + 0% X Telephone Transactions Service Score [You: 59]
 + 6% X Web Transactions Service Score [You: 91]
 + 0% X E-teller Transactions Service Score [You: n/a]
 + 8% X Mail Transaction Service Score [You: 68]

The calculation of your Delivery Channel Service Scores is shown in this section, starting on page 52.

Interpreting the Scoring Formula

- The most important determinant of service for this activity is the quality of service provided through the Delivery Channels used by the customers. For example, Field Offices is a high volume Delivery Channel. Therefore, the proximity of a Field Office, hours of operation, wait times, capability and satisfaction are very important. The methodology used to calculate the Service Scores for each Delivery Channel is shown later in this section.
- The weights used to determine your Transaction Weighted Delivery Channel Score reflect your relative volumes of Titling & Registration client transactions done through each channel. This method of weighting ensures that the channels that your clients use the most are given the highest weights. These weights will be different for every peer.

3. Data used to determine the weights for your Weighted Delivery Channel Score

Titling & Registration Customer Transactions by Delivery Channel	<u>Customer Trans.¹ (# in 000s)</u>	<u>% of Total</u>	
	You	You	Peer Avg
Field Offices	3,943	12%	51%
Licensed Agents/Delegates	24,245	74%	28%
Telephone Transactions	73	0%	0%
Web Transactions	1,820	6%	5%
E-tellers	0	0%	0%
Mail/Fax	2,490	8%	16%
Total Customer Transactions ²	32,571	100%	100%

1. Customer transactions for Titling & Registration are: new/renewal/replacement titles/registrations/special permits and tags.

2. Refer to 'Section 6 - Transaction Volumes' for the detailed breakdown. Total customer transactions per Section 6 = 33751 thousands less transactions done through 3rd-party computer hookup of 1180 thousands.

B. Self-Serve Alternatives

20% of the Titling & Registration Service Score

	You	Peer Avg
1. Service Score for Self-Serve Alternatives	90	67

2. Calculation of your Self-Serve Alternatives Score

90 = + 100 if you have four Self-Serve Alternatives for registration renewals, 90 if you have three, 75 if you have two, 50 if you have one, 0 if none. [You: 3.0 alternatives]

Interpreting the Scoring Formula

- More alternatives for effecting a transaction are better. Different customers prefer different alternatives.

3. Data used to determine the Self-Serve Alternatives Score	You	Peer Avg
Q13-15 Can customers obtain Titling and Registrations via the:		
a) Web?	yes	67%yes
b) Telephone?	yes	44%yes
c) E-tellers?	no	22%yes
d) Mail?	<u>yes</u>	<u>78%yes</u>
Total number of Self-Serve Alternatives for Titling and Registration	3.0	2.1

C. Dealer Capability to Register for Customers

25% of the Titling & Registration Service Score

	You	Peer Avg
1. Service Score for Dealer Capability to Register for Customers	90	72

2. Calculation of your Dealer Capability to Register for Customers Score

90 = + 100 if Dealers can process vehicle registration transactions on behalf of their customers [You: yes]

minus 60 if the customer must visit a customer service center to obtain permanent tags [You: no]

minus 10 if Dealers cannot electronically register on behalf of customers [You: yes electronic]

minus 10 if 10% or more of permanent tags are NOT received prior to the expiry of the temporary tags, otherwise minus 100 X % [You: 10.0%]

Interpreting the Scoring Formula

- If Dealers can process transactions for customers, customer convenience is enhanced. However, if the customer has to still visit a customer center subsequently then the convenience is greatly reduced.

C. Dealer Capability to Register for Customers (continued)

25% of the Titling & Registration Service Score

3. Data used to determine the Dealer Capability to Register for Customers Score		You	Peer Avg
Q130	Can Dealers or other Third Parties process vehicle registration transactions on behalf of their customers?	yes	100%yes
	If yes:		
	a) The dealer acts strictly as a representative of the customer (i.e., waiting in line at field offices or mailing the form, etc.)? For example, automobile dealers in Ontario obtain the necessary registration and license plate on behalf of their customers by performing the transaction at the Field Office). Note transaction volumes of this nature should be recorded under the applicable Delivery Channels such as Field Offices or Mail/Fax.	yes	78%yes
	b) The dealer electronically titles and registers the vehicle. For example, in Maryland most of their automobile dealers electronically register the vehicles for the customers. All the work is pretty well done at the dealership and they (or through a third party software provider) provide you with computer readable batch information Note: we consider this Third party Computer Readable transactions.	yes	78%yes
	c) The customer has to visit a field office and obtain a temporary license plate or tag prior to picking up the vehicle	no	11%yes
	d) The dealer issues a temporary license plate or tag	yes	67%yes
	e) Other (describe below)	no	0%yes
	If yes:		
	f) Does the customer have to then obtain a permanent license plate/tags by visiting your customer service center or another agency (for example, the Local County Tax Commissioner's Office in Georgia)? Your answer should be no if the documents and license plate/tag is automatically mailed to the customer and does not require the customer to do work.	no	38%yes
	g) How many days is the temporary license plate valid?	30.0	43.1
	h) Approximately what percentage of your new license plates are received by the customer before the dealer issued temporary license plate expires (regardless of why or who's fault the plates are late)?	90.0%	59.8%

D. Error Rates and Other

20% of the Titling & Registration Service Score

	You	Peer Avg
1. Service Score for Error Rates and Other	58	24

2. Calculation of your Error Rates and Other Score

58 = + 20 if your Error Rate for titling is 0% (i.e., if you do not have to reissue title due to errors on your part), 0 if your Error Rate is greater than 4.0%, otherwise 20 - 500 X the error rate [You: 4.00% titling error]

+ 40 if the renewal month for a driver's license and vehicle registration are the same [You: yes]

+ 20 if your Error Rate for registration is 0%, 0 if your Error Rate is greater than 4.0%, otherwise 20 - 500 X the Error Rate [You: 1.00% registration error]

+ 10 if you will issue a vehicle registration before receipt of smog/safety inspection certificate or not applicable [You: n/a]

+ 7 if four or more ways of ordering vanity plates, 5 if three ways, 3 if two ways, 0 if 1 [You: 2]

+ 3 if vanity plates are prepared and mailed within 15 days, otherwise 0 [You: 30 days]

(all part scores subject to a minimum of 0)

Interpreting the Scoring Formula

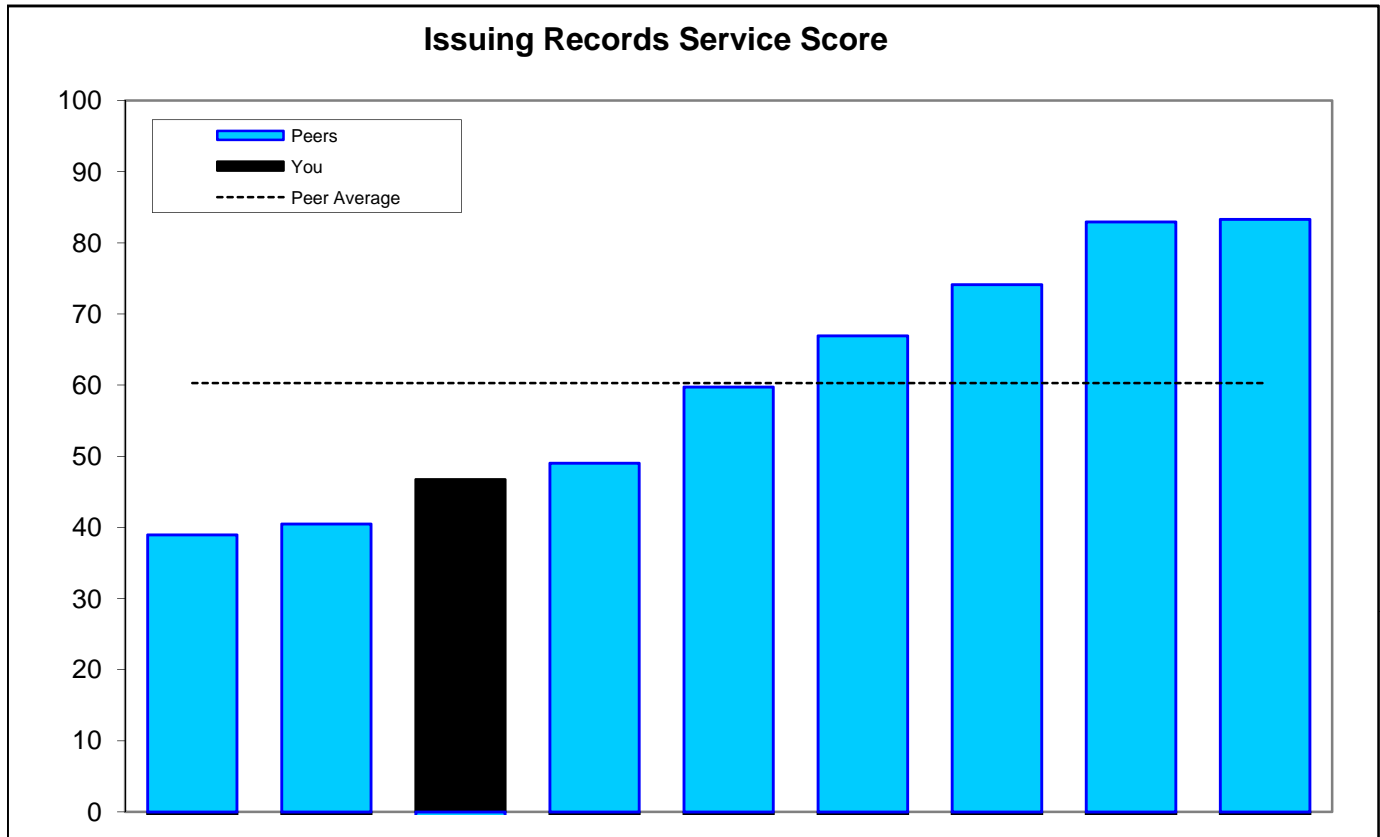
- If customers have a choice on whether they obtain smog/safety inspection before or after they obtain the renewals, convenience is enhanced.
- Errors are an inconvenience to the customer who must wait until they get their documents, enquiry about their whereabouts, visit the field office, etc. The quality of the service is also important.
- The faster the vanity plates are received by the customer, the better. The more alternatives the customer has for obtaining the vanity plates, the better.

D. Error Rates and Other (continued)

20% of the Titling & Registration Service Score

3. Data used to determine the Error Rates and Other Score		You	Peer Avg
Q127.1	Is the renewal month for a driver's license the same as for the driver's vehicle registration? For example, some jurisdiction tie the renewal month for both licenses and vehicle registrations to the driver/owner's birth date.	yes	11%yes
Q128	On average, over the course of a year, what proportion of the following documents must be reissued because of a mistake or error on your part?		
	a) Titling (all types)?	4.00%	3.49%
	b) Registration (all types)?	1.00%	1.44%
Q129	Do you have a requirement for safety or smog inspections for private vehicles?	no	56%yes
	If yes:		
	a) Will you process a registration before a vehicle gets the appropriate safety inspection and/or smog inspection clearance?	n/a	29%yes
	b) Do you have electronic access to the results of all safety inspections and/or smog inspections done by third parties?	n/a	43%yes
	c) Do you operate your own smog or safety inspection sites for private vehicles? If yes, the cost and revenue from these sites should be captured under 'Non Comparable Activities'.	n/a	14%yes
Q131	On average, how many days does it take you to process a custom plate from when a customer requests the plate to when the plate is ready?	30.0	35.5
Q15b	Can you order vanity plates via:		
	a) Field Office	yes	67%yes
	b) Licensed Agents	yes	33%yes
	c) Web?	no	11%yes
	d) Telephone	no	11%yes
	e) Etellers?	no	0%yes
	f) Mail or Fax?	no	33%yes
	g) Third Party Computer Readable?	no	11%yes
Q15b	Number of channels through which you can order vanity plates.	2.0	1.7

Your Service Score for Issuing Records was 47. This was below the peer average of 60.



Components used to Calculate your Issuing Records Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A Weighted Delivery Channel Service Score	50%	69	63
B Self-Serve Alternatives and Electronic Access	50%	25	57
Weighted Total	100%	47	60

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Issuing Records activity is 10.5% of your Total Motor Vehicle Administration Service Score.

A. Weighted Delivery Channel Service Score

50% of the Issuing Records Service Score

You Peer Avg

1. Service Score for Weighted Delivery Channel Service Score	69	63
--	----	----

2. Calculation of your Weighted Delivery Channel Service Score

$$\begin{aligned}
 69 = & + 7.1\% \times \text{Field Office Service Score [You: 77]} \\
 & + 0.0\% \times \text{Licensed Agents Service Score [You: 55]} \\
 & + 0.0\% \times \text{Telephone Transactions Service Score [You: 59]} \\
 & + 0.0\% \times \text{Web Transactions Service Score [You: 91]} \\
 & + 0.0\% \times \text{E-teller Transactions Service Score [You: n/a]} \\
 & + 92.9\% \times \text{Mail Transaction Service Score [You: 68]}
 \end{aligned}$$

The calculation of your Delivery Channel Service Scores is shown in this section, starting on page 52.

Interpreting the Scoring Formula

- The most important determinant of service for this activity is the quality of service provided through the Delivery Channels used by the customers. For example, Field Offices is a high volume Delivery Channel. Therefore, the proximity of a Field Office, hours of operation, wait times, capability and satisfaction are very important. The methodology used to calculate the Service Scores for each Delivery Channel is shown later in this section.
- The weights used to determine your Transaction Weighted Delivery Channel Score reflect your relative volumes of Issuing Records client transactions done through each channel. This method of weighting ensures that the channels that your clients use the most are given the highest weights. These weights will be different for every peer.

3. Data used to determine the weights for your Weighted Delivery Channel Score

Issuing Records Customer Transactions by Delivery Channel	Customer Trans. ¹ (# in 000s)	% of Total	
	You	You	Peer Avg
Field Offices	264	7.1%	26.3%
Licensed Agents/Delegates	0	0.0%	9.8%
Telephone Transactions	0	0.0%	4.6%
Web Transactions	0	0.0%	20.2%
E-tellers	0	0.0%	0.0%
Mail/Fax	3,432	92.9%	39.2%
Total	3,696	100%	100%

1. Customer transactions for Issuing Records are: driver, vehicle and accidents records issued. Refer to 'Section 6 - Transaction Volumes' for the detailed breakdown. Transactions done through 3rd-party computer hookup have been excluded.

B. Self-Serve Alternatives and Electronic Access

50% of the Issuing Records Service Score

You Peer Avg

1. Service Score for Self-Serve Alternatives and Electronic Access

25

57

2. Calculation of your Self-Serve Alternatives and Electronic Access Score

25 = + 75 if you have four Self-Serve Alternatives for issuing records, 70 if you have three, 50 if you have two, 0 otherwise. [You: 1.0 alternatives]

+ 25 if 5 or more organizations have electronic access to your vehicle records, otherwise 5 X number of organizations with access [You: 6.0 organizations]

Interpreting the Scoring Formula

- More alternatives for effecting a transaction are better. Different customers prefer different alternatives.
- Providing some of your customers (i.e., insurance companies, law enforcement agencies, etc.) electronic access provides the utmost in convenience.

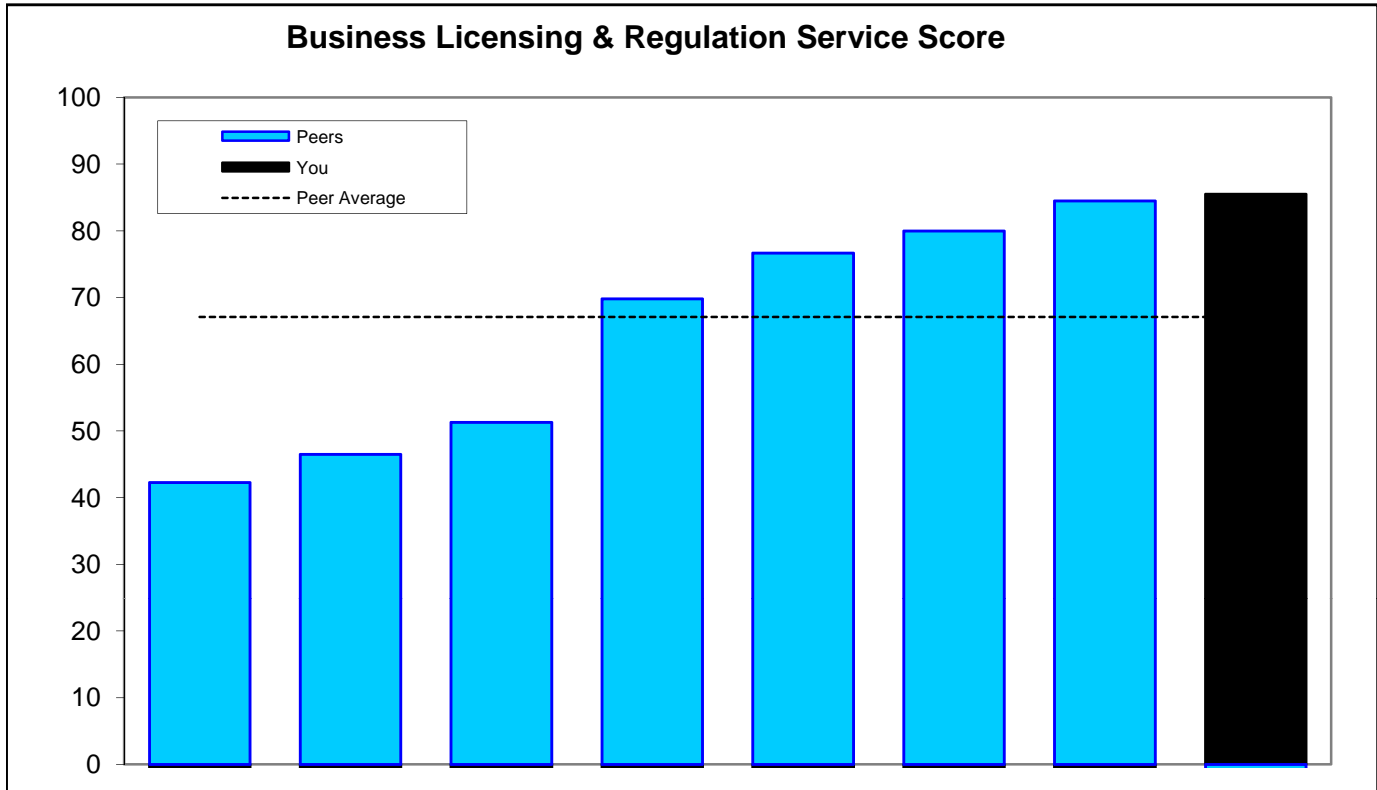
3. Data used to determine the Self-Serve Alternatives and Electronic Access Score

You

Peer Avg

Q20	Can customers obtain vehicle records via the:		
	a) Web?	no	44%yes
	b) Telephone?	no	22%yes
	c) E-tellers?	no	11%yes
	d) Mail?	yes	89%yes
	Total number of Self-Serve Alternatives for issuing records	1.0	1.7
Q135	Do you provide electronic access (including computer readable, file download, real time on line access, etc) to your records to certain organizations for their convenience? For example, California provides electronic access to insurance companies in order to facilitate claims investigation.		
	If yes:		
	a) Insurance companies ?	yes	100%yes
	b) Law enforcement?	yes	100%yes
	c) Other government entities?	yes	100%yes
	d) Rental car companies ?	yes	56%yes
	e) Employers where the employee or potential employee holds a CDL?	yes	50%yes
	f) Others (describe all others below)	yes	86%yes
	Through authorized vendors if they meet DPPA criteria		
	Total Organizations	6.0	4.7

**Your Service Score for Business Licensing & Regulation was 86.
This was above the peer average of 67.**



Components used to Calculate your Business Licensing & Regulation Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A Service Alternatives	70%	90	74
B Turnaround Times, Error Rates & Auditing	30%	75	52
Weighted Total	100%	86	67

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Business Licensing & Regulation activity is 5.3% of your Total Motor Vehicle Administration Service Score.

A. Service Alternatives

70% of the Business Licensing & Regulation Service Score

You Peer Avg

1. Service Score for Service Alternatives

90

74

2. Calculation of your Service Alternatives Score

90 = +100 if you can obtain business licenses through 4 or more distribution channels,
90 if three, 80 if two, 60 if one, 0 if none [You: 3 alternatives]

Interpreting the Scoring Formula

- More alternatives for effecting a transaction are better. Different customers prefer different alternatives.

You Peer Avg

3. Data used to determine the Service Alternatives Score

Q72 At how many different physical locations that are staffed and operated by you (do not include locations of licensed agents, kiosks, etc. - these are captured later in the survey) can customers perform the following transactions:

Q72j j) Business Licenses (new question - if not provided assumed the same number as Licenses that require a new picture to be taken)?

12.0

12

Q23-25 Can businesses obtain renewal licenses via the:

a) Web?

no

0%yes

b) Telephone?

no

0%yes

c) E-tellers?

no

0%yes

d) Mail?

yes

75%yes

e) Field Office

yes

67%yes

f) Licensed Agents

yes

22%yes

Total number of Alternatives for business licensing renewals

3.0

1.8

B. Turnaround Times, Error Rates & Auditing

30% of the Business Licensing & Regulation Service Score

You Peer Avg

1. Service Score for Turnaround Times, Error Rates & Auditing

75

52

2. Calculation of your Turnaround Times, Error Rates & Auditing Score

75 = + 70 if your Turnaround Time in days to investigate, process and issue a new business license is less than 7 days, otherwise 91 - Turnaround Time X 3
[You: 7 days] (minimum of 0),

+ 20 if your Error Rate for business licenses is 0% (i.e., if you do not have to reissue licenses due to errors on your part), otherwise 20 - 500 X the Error Rate [You: 4.9%* error] (minimum of 0)

+ 10 if you audit driving schools 1 time or more per year, 5 if every 2nd year [You: every 2 years]

Interpreting the Scoring Formula

- The faster the Turnaround Time to review a new business license, the better.
- If your Turnaround Time is slow, then if you allow the business to operate during the review phase then this is higher service.
- The fewer processing errors, the better.
- More frequent Auditing lets you catch problems earlier.

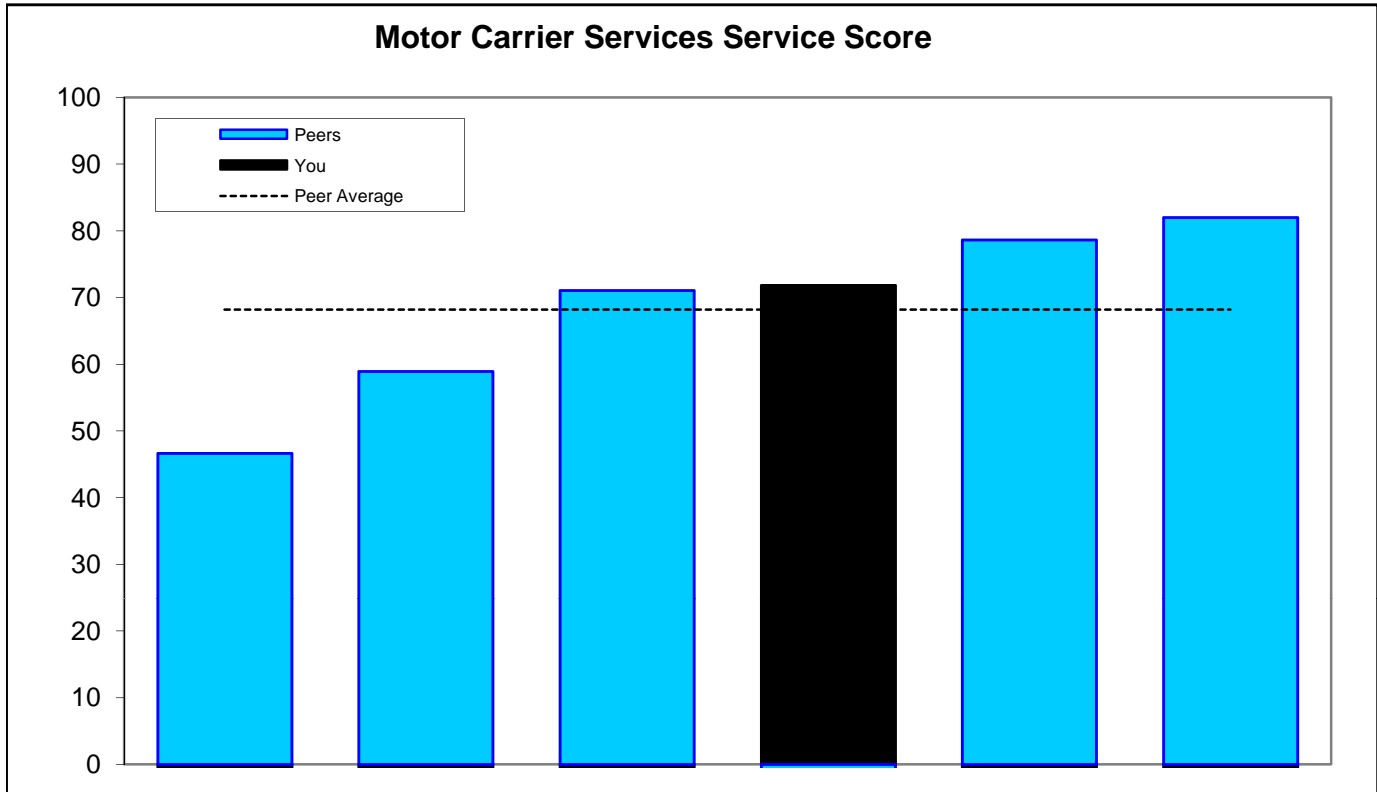
3. Data used to determine the Turnaround Times, Error Rates & Auditing Score

You

Peer Avg

Q140	On average, how many days does it take you to investigate, process and issue a new business license from when the application is received until the license is issued?	7	29
	a) While the application is being processed, do you allow the business to operate (for example, through a temporary permit)?	no	13%yes
Q139	On average, over the course of a year, what proportion of business license renewals must be reissued because of a mistake or error on your part?	4.9%*	2.48%
Q141	How frequently do you review or audit commercial driving schools and driver training schools? (1 if every year, 2 if every two years, etc.)	every 2 years	1.4

Your Service Score for Motor Carrier Services was 72. This was slightly above the peer average of 68.



Components used to Calculate your Motor Carrier Services Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A Service Alternatives	40%	51	59
B Wait Times	30%	85	79
C Turnaround Times	30%	86	69
The methodology and data used to determine your scores for each of the compo	100%	72	68

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Motor Carrier Services activity is 10.5% of your Total Motor Vehicle Administration Service Score.

A. Service Alternatives

40% of the Motor Carrier Services Service Score

You Peer Avg

1. Service Score for Service Alternatives

51

59

2. Calculation of your Service Alternatives Score

51 = Assisted Locations

+ 40 if 5 or more Motor Carrier assisted service locations per million drivers
otherwise 40 X locations per million /5 [You: 0.1 per million]

Self Serve

+ 50 if you have four distribution alternatives for Motor Carrier registration/permit renewals,
45 if three, 40 if two, 30 if one, 0 if none. [You: 2 alternatives]

+ 10 if you have a separate Motor Carrier contact center staffed with separate
customer representatives [You: yes]

Interpreting the Scoring Formula

- More locations imply closer and more convenient proximity.
- More alternatives for effecting a transaction are better. Different customers prefer different alternatives.
- Customer service representatives who are specific to Motor Carrier transactions are likely more knowledgeable than general enquiry customer representatives.

3. Data used to determine the Service Alternatives Score

You

Peer Avg

	Number of assisted locations where Motor Carrier services such as new and renewal International Registration Plan permits can be performed that are:		
Q72h	a) Field Offices	1	14
Q84h	b) Licensed Agents	<u>1</u>	<u>1</u>
	Total	2	10
	Licensed Drivers (millions)	15.7	7.2
	Total assisted locations per million Licensed Drivers	0.1	1.9
Q30-34	Can Motor Carrier operators obtain renewal registrations/permits via the:		
	a) Web?	no	11%yes
	b) Telephone?	no	11%yes
	c) E-tellers?	no	0%yes
	d) Mail?	no	33%yes
	d) Field Office?	yes	56%yes
	d) Licensed Agents?	<u>yes</u>	<u>22%yes</u>
	Total number of distribution alternatives for motor carrier transactions	2.0	1.3

3. Data used to determine the Service Alternatives Score		You	Peer Avg
Q144	For motor carrier enquiries, do you have:		
	a) A different telephone number than the one for general enquires about licensing, registration and records?	yes	100%yes
	b) Different service representatives than the ones that respond to general enquires about licensing, registration and records?	yes	100%yes

B. Wait Times

30% of the Motor Carrier Services Service Score

	You	Peer Avg
1. Service Score for Wait Times	85	79

2. Calculation of your Wait Times Score

85 = If you have dedicated Motor Carrier offices [You: yes] then
+ 100 - average wait time at dedicated offices X 1.5 [You: 10.0 minutes]

Otherwise

+100 - average wait time at Field Offices X 1.5 [You: 20.0 minutes]

(both subject to a minimum score of 0)

Interpreting the Scoring Formula

- Shorter wait time is preferred.
- Customers find wait time more annoying than serve time.

3. Data used to determine the Wait Times Score	You	Peer Avg
Q145 Do you have physical locations that are only for motor carrier transactions?	yes	50%yes
a) What is the average wait time in minutes at these physical locations? Include the time from when a customer walks in until he or she reaches a customer service representative.	10	9
Total Average Wait Time in minutes at Field Offices (see page 55)	20	24

C. Turnaround Times

30% of the Motor Carrier Services Service Score

	You	Peer Avg
1. Service Score for Turnaround Times	86	69

2. Calculation of your Turnaround Times Score

86 = + 33.3 if your turnaround time for new IRP program credentials is less than 1 day,
otherwise 33.3 - 3 X days [You: 1.5 days]

+ 33.3 if your turnaround time for new SSRS & other program credentials is less than 1 day,
otherwise 33.3 - 3 X days [You: 1.5]

+ 33.3 if your turnaround time for renewals credentials is less than 1 day,
otherwise 33.3 - 3 X days [You: 1.5 days]

+ 33.3 if your turnaround time for intrastate credentials is less than 1 day,
otherwise 33.3 - 3 X days [You: n/a days]

Note: the above weights only apply if you administer only 3 motor carrier programs.
Therefore, the service score will never be below 0 or above 100.

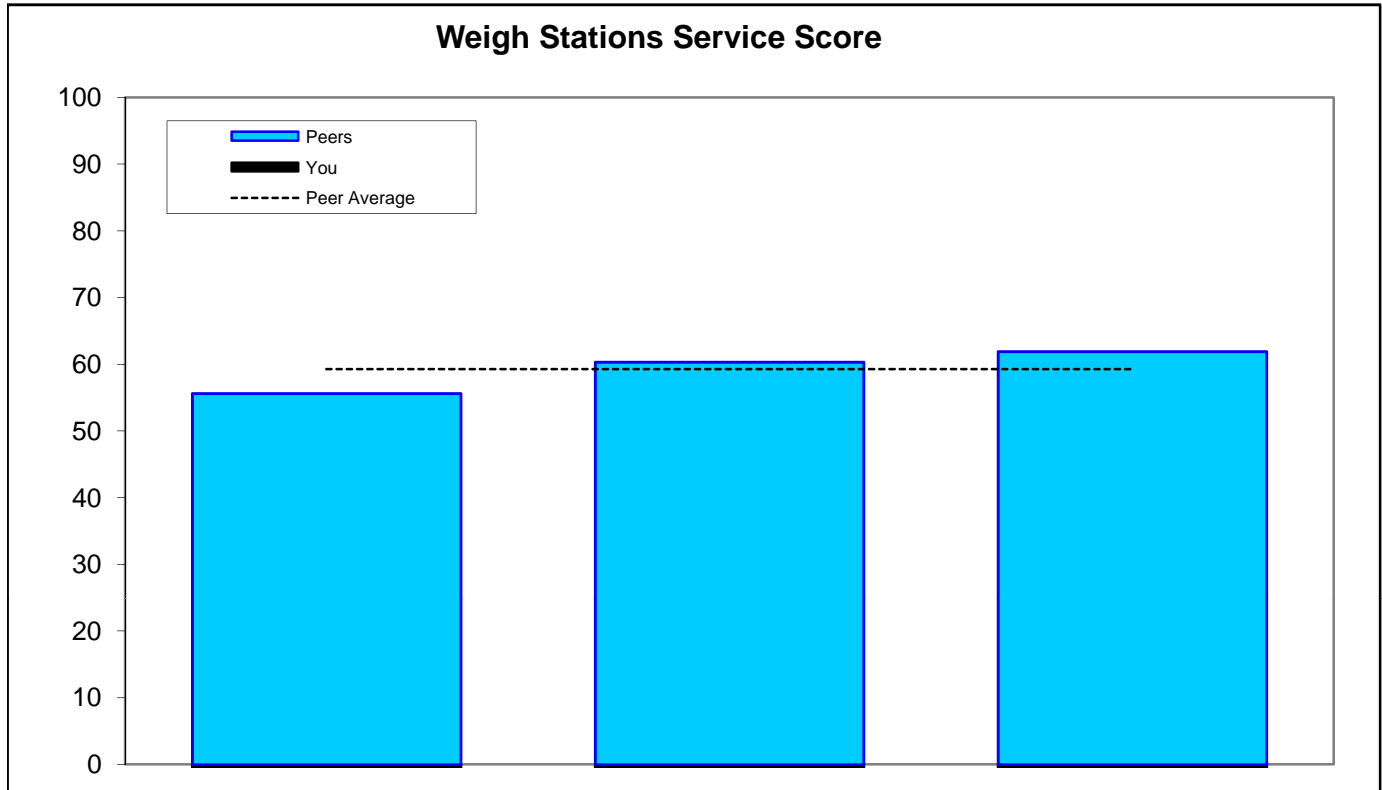
Interpreting the Scoring Formula

- Customers want quick turn around time. They prefer to get their documents fast.

3. Data used to determine the Turnaround Times Score

	You	Peer Avg
Q146 How many days on average does it take you to process the following from the time of receipt of application to the time the credentials are ready:		
a) New IRP program credentials	1.5	5.0
a.1) Other New program credentials such as SSRS, IFTA	1.5	2.0
b) Renewal program credentials such as IRP, SSRS	1.5	6.2
c) New intra jurisdiction motor carrier operator permit	n/a	1.3

You do not do this activity. The average Service Score for your peers was 59.



Breakdown of your Weigh Stations Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Proximity and Capability	50%	n/a	49
B. Wait Times	50%	n/a	70
Weighted Total	100%	n/a	59

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Weigh Stations activity is 0.0% of your Total Motor Vehicle Administration Service Score.

A. Proximity and Capability

50% of the Weigh Stations Service Score

You Peer Avg

1. Service Score for Proximity and Capability

n/a

49

2. Calculation of your Proximity and Capability Score

n/a = + 35 if 400 or more Weigh Stations per million motor carrier vehicles,
otherwise 35 X locations per million /400 [You: n/a per million]

+ 25 X % of Weigh Stations that can do safety checks [You: n/a]

+ 40 X % of Weigh Stations with weigh-in-motion capability [You: n/a]

Interpreting the Scoring Formula

- Weigh Stations help keep unsafe vehicles off the road and they help to prevent wear and tear on state roads. Thus, presumably the more weigh stations per motor carrier, the better for the public.
- The more Weigh Stations that can do safety checks, the more safety checks will be performed.
- Weigh-in-motion capability saves time for the truckers and the state, and enables more targeted checking.

3. Data used to determine the Proximity and Capability Score

You

Peer Avg

	Total Weigh Stations per million motor carrier vehicles (equals Total Weigh Stations per Q149 / Total Motor Carrier Vehicles per Q2 in millions) as shown below:	n/a	307
Q2	How many vehicles, in thousands, are currently registered in your jurisdiction that are:		
	b) Inter-jurisdiction motor carrier vehicles (IRP)	41	32.1
	c) Intra-jurisdiction motor carrier vehicles	89	220.8
	Total Motor Carrier Vehicles in 000s	130	170.1
Q149	How many weigh stations do you have that are:		
	a) Permanent?	n/a	9.0
	b) Mobile?	n/a	7.7
	Total Weigh Stations	0	5.6
Q150	On average, how many hours a week are your weigh stations open?	n/a	61.4
Q152	How many of your weigh stations can do safety checks?	n/a	13.0
	% of your weigh stations that can do safety checks	n/a	74%
Q155	Do you have weigh-in-motion capabilities? This is where the trucks are weighed without the need for the truck to stop and get weighed at a static weighing station?	n/a	100%yes
	a) If yes, how many of weigh-in-motion locations do you have?	n/a	4.0
	% of total weigh stations with weigh-in-motion capabilities	n/a	24%

B. Wait Times

50% of the Weigh Stations Service Score

	You	Peer Avg
1. Service Score for Wait Times	n/a	70

2. Calculation of your Wait Times Score

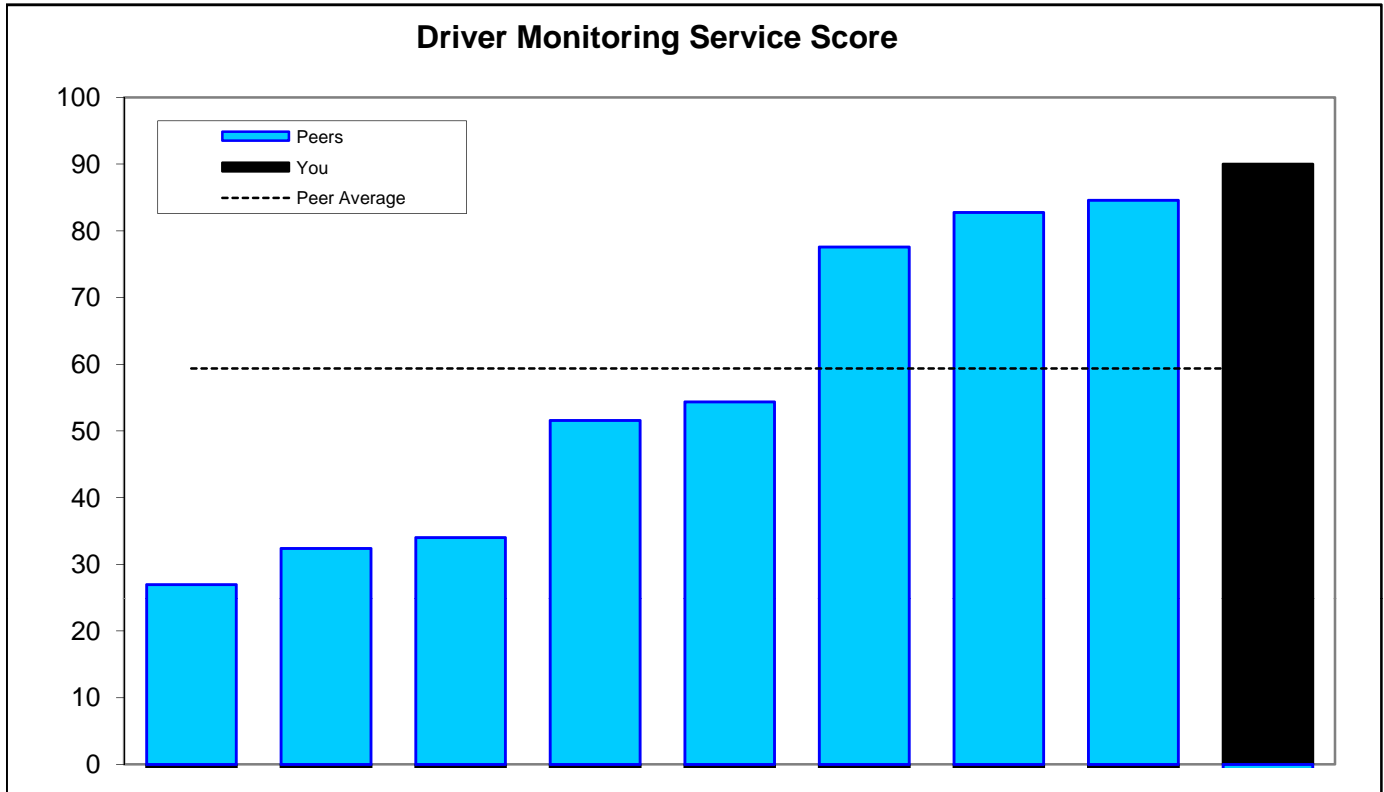
n/a = + 65 if average Wait Time is less than 1 minute, otherwise 70 minus wait time X 5 [You: n/a minutes]
 + 35 if average serve time is less than 15 minutes, otherwise 40 minus serve time [You: n/a minutes]
 (part scores are subject to 0 minimum)

Interpreting the Scoring Formula

- Shorter Wait Time is preferred.
- Customers find Wait Time more annoying than serve time.

3. Data used to determine the Wait Times Score	You	Peer Avg
Q153 What is the average /median (provide both, if possible) wait time at weigh stations? (Time from motor carrier entering the line until the time that weighing and/or inspection begins)		
Average	n/a	3.0
Median	n/a	2.5
Q154 What is the average 'serve time' at weigh stations? (Time to complete safety checks, get weighed, check credentials, etc.)	n/a	30.0

Your Service Score for Driver Monitoring was 90. This was above the peer average of 59.



Breakdown of your Driver Monitoring Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Timeliness of Updates	80%	95	56
B. Hearings	20%	70	74
Weighted Total	100%	90	59

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Driver Monitoring activity is 5.3% of your Total Motor Vehicle Administration Service Score.

A. Timeliness of Updates

80% of the Driver Monitoring Service Score

You Peer Avg

1. Service Score for Timeliness of Updates

95

56

2. Calculation of your Timeliness of Updates Score

95 = + 20 if you update non-commercial conviction records within 1 day otherwise 20 - days [You: 1.0 days]

+ 20 if you update commercial conviction records within 1 day of receipt, otherwise 20 - days [You: 1.0 days]

+ 20 if you update court clearances within 1 day of receipt, otherwise 20 - days [You: 1.0 days]

+ 20 if you update failure to comply or appear within 1 day of receipt, otherwise 20 - days [You: 1.0 days]

+ 20 if you update accident records within 1 day of receipt, otherwise 20 - days [You: 5.0 days]

Interpreting the Scoring Formula

- The timelier the updates, the more likely the appropriate measures can be taken with the driver.

3. Data used to determine the Timeliness of Updates Score

You

Peer Avg

Q166 How many days on average (weighted average if you obtain the information from different sources with different processing time such as paper and computer readable) does it take you to update your records for the following documents from the time of receipt:

a) Convictions for non-commercial drivers	1.0	12.2
b) Convictions for 'commercial drivers'	1.0	11.9
c) Court clearances	1.0	3.7
d) Failure to comply or appear or pay	1.0	14.4
e) Accident reports	5.0	13.2

B. Hearings

20% of the Driver Monitoring Service Score

	You	Peer Avg
1. Service Score for Hearings	70	74

2. Calculation of your Hearings Score

70 = + 50 if you offer hearings [You: yes]

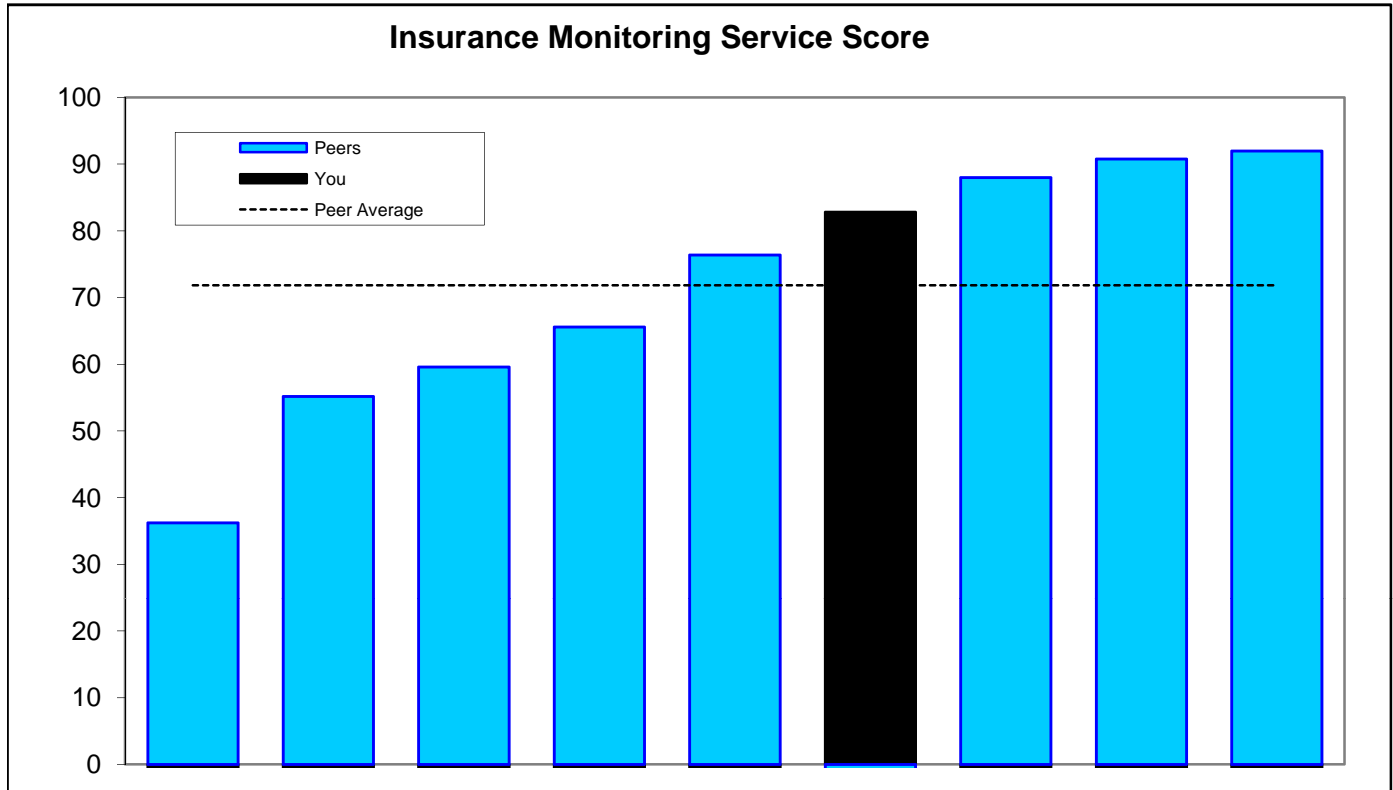
+ 50 - number of days between request for hearing and hearing date [You: 30.0 days]

Interpreting the Scoring Formula

- Allowing customers the opportunity to plead their case is higher service.
- The faster the better.

3. Data used to determine the Hearings Score	You	Peer Avg
Q168 Do you offer administrative hearings to overturn suspensions or to review demerit points?	yes	100%yes
a) If yes, what is the average number of days between a request for such a hearing and the actual hearing date?	30	34

Your Service Score for Insurance Monitoring was 83. This was above the peer average of 72.



Breakdown of your Insurance Monitoring Service Score			
Components	Weight	Score out of 100	
		You	Peer Avg
A. Verification	60%	100	82
B. Timeliness	40%	57	57
Weighted Total	100%	83	72

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Insurance Monitoring activity is 5.3% of your Total Motor Vehicle Administration Service Score.

A. Verification

60% of the Insurance Monitoring Service Score

	You	Peer Avg
1. Service Score for Verification	100	82

2. Calculation of your Verification Score

100 = + 40 if you accept self-certification of insurance [You: yes]

+ 20 if you verify insurance coverage [You: yes]

+ 40 X the percentage of insurance coverage that you verify [You: 100.0%]

Interpreting the Scoring Formula

- Self certification of insurance coverage is more convenient to the customer.
- Verification or checking to ensure customer provided insurance information is correct protects the public. Verification increases the likelihood of discovering improper insurance.

3. Data used to determine the Verification Score	You	Peer Avg
Q176 Do you accept self certification of insurance policy coverage? (i.e. The owner only needs to provide the name and policy number of the insurance company.)	yes	89%yes
Q177 Do you verify insurance coverage of vehicle registrations?	yes	100%yes
If yes: a) What percentage do you verify? (i.e. 100% if you confirm all, such as if you receive electronic updates from all insurance companies operating in your jurisdiction)	100%	66%

B. Timeliness

40% of the Insurance Monitoring Service Score

	You	Peer Avg
1. Service Score for Timeliness	57.1	57

2. Calculation of your Timeliness Score

57.1 = + 40 if obtain new and terminated insurance policy information from insurance companies daily, 20 if weekly, 0 otherwise [You: daily]

+ 20 if electronic updates are 95% or greater [You: 0.0%*]. If unknown or less than 95% then, 20 if number of days on average until you update your records is 2 days or less, otherwise 20 - # of days to update records [You: 61.0 days]

+ 20 - # of days on average until notification of lapse of insurance coverage letter is sent [You: 25.0 days]

+ 20 - # of days to post SR22 or other proof of insurance forms to your records [You: 2.9 days]

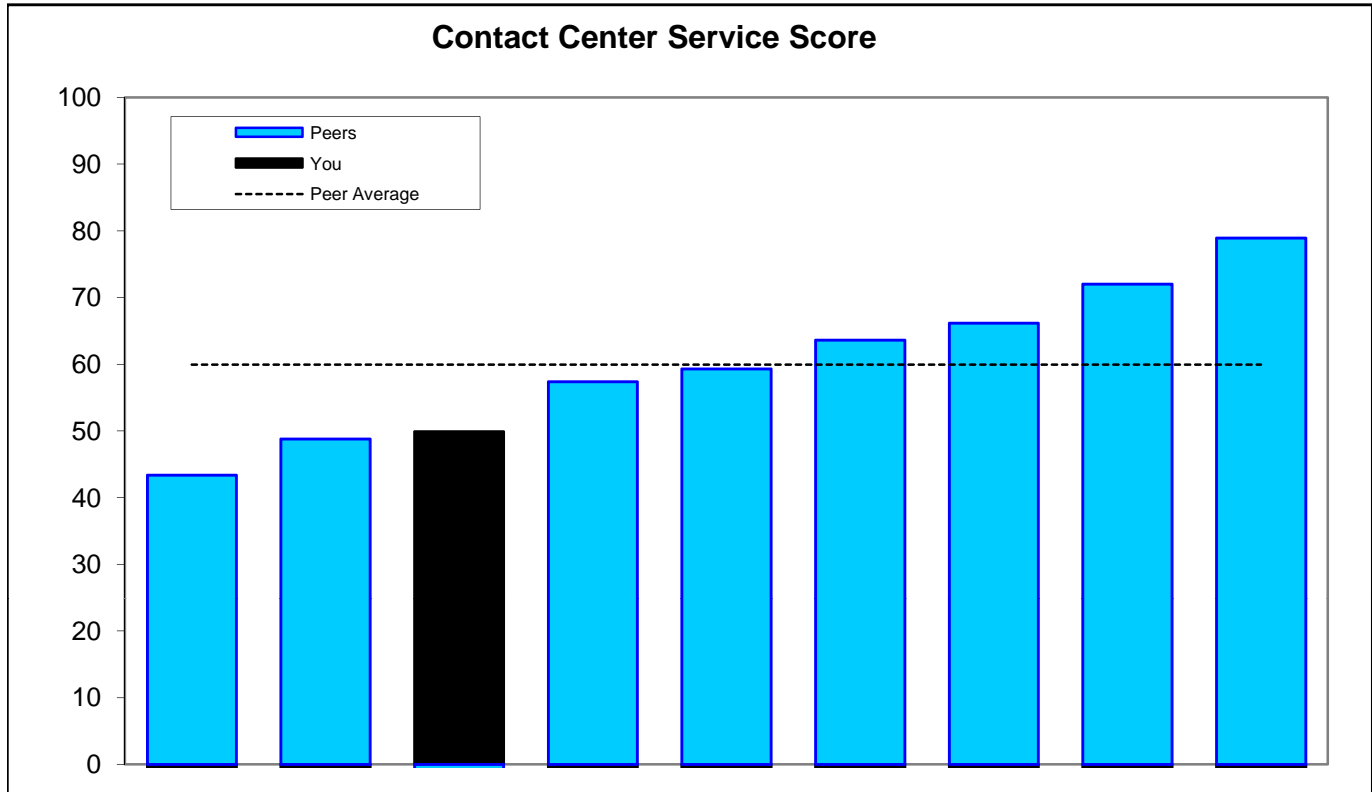
For all of the above minimum is 0.

Interpreting the Scoring Formula

- Faster updates are better (whether electronic or manually done).
- Faster notices are better.

3. Data used to determine the Timeliness Score	You	Peer Avg
Q177 b) Can you verify insurance coverage electronically with insurance companies licensed to do business in your jurisdiction?	yes	67%yes
c) If you can confirm electronically, approximately what % of your verifications are electronic? (This could be less than 100% if you cannot verify electronically with some insurance companies.)	0.0%*	29%
Q178 How frequently do you obtain new and terminated insurance policy information from insurance companies? (daily = 250, weekly = 52, monthly = 12, annually = 1)	daily	175
a) If you do not have virtually all electronic verification of insurance, then how long on average, in days, until you update your records?	61	20.7
b) If there is a lapse in insurance coverage, how long on average until the notification of lapse of insurance coverage letter is sent to the vehicle owner/driver whichever applies?	25	33
Q179 What is the average number of days to post SR22 or other proof of insurance forms to your (CA does it to driver not vehicle) records?	3	2
Q180 Estimate the percentage of registered vehicles in your jurisdictions that are operating without proper insurance?	10%	12%

Your Service Score for Contact Center was 50. This was below the peer average of 60.



Breakdown of your Contact Center Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Wait Times	30%	67	64
B. Call Outcomes	30%	20	43
C. Menu Layers	10%	20	61
D. Quality and Satisfaction	10%	79	59
E. Capability and Operating Hours	10%	70	80
F. Contacts via your Website	10%	70	79
Weighted Total	100%	50	60

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Contact Center activity is 10.5% of your Total Motor Vehicle Administration Service Score.

A. Wait Times

30% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Wait Times	67	64

2. Calculation of your Wait Times Score

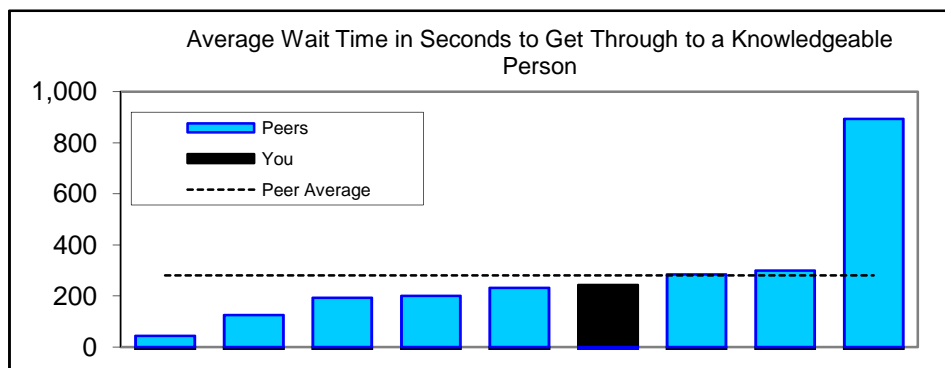
67 = Calls
 + 80 - time in seconds to reach a knowledgeable person /10 [You: 244 secs]
 Emails
 + 15 if in 1 day or less
 otherwise, 15 - 2 x time in days to respond to an email [You: 2.0 days]
 Mail
 + 5 if in 1 day or less
 otherwise, 5 - 2 x time in days to respond to a written correspondence [You: 3.0]
 The above scores are subject to a minimum of 0

Interpreting the Scoring Formula

- A perfect score requires callers to reach a knowledgeable person with no wait time and a 1 day or faster turnaround for emails and letters.
- For every 2 seconds a caller waits, your score is reduced by 1. For example, if you have a 30 second wait time your score would be 85 (assuming also that you respond to email in less than 1 day). If your wait time increased to 60 seconds, your score would be reduced to 70.
- Systems without queuing often have call Wait Times close to zero but very high busy signals. Thus they receive a high score here for Wait Times and a low score for Call Outcomes.

3. Data used to determine the Wait Times Score

	You	Peer Avg
Average total time in seconds for a caller to reach a knowledgeable person within your System. This includes	244 secs	280 secs
a) Average time on hold waiting for a live person;		
b) Average time navigating an auto-attendant; and		
c) If a receptionist is first contact, average time for a caller to explain his/her needs and be redirected to a knowledgeable person.		



Some systems indicated 'unknown', for which we used defaults based on peer data. The graph depicts actual peer responses only.

A. Wait Times (continued)

30% of the Contact Center Service Score

3. Data used to determine the Wait Times Score continued		You	Peer Avg
Q181	Can customers send you questions via email?	yes	100%yes
	a) If yes, how many days, on average, does it take you to respond to email queries?	2.0	2.7
Q182	How many days, on average, does it take you to respond to written correspondence?	3.0	6.9
Q190	Do you measure your call response time versus a targeted service level (such as 85% of calls answered in 3 minutes)?	yes	67%yes
	If yes:		
	b) What was your performance vis-à-vis your target?	5%	55%

B. Call Outcomes

30% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Call Outcomes	20	43

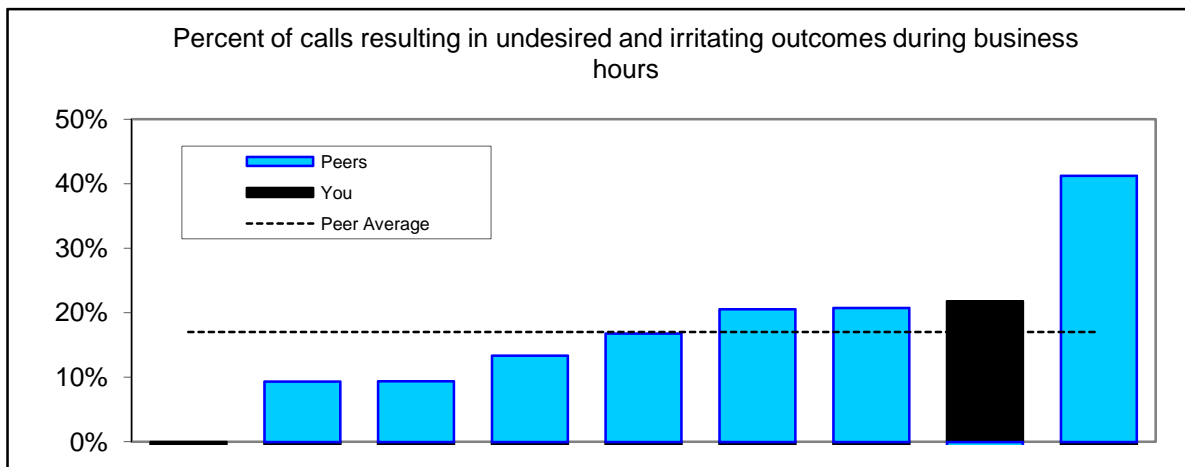
2. Calculation of your Call Outcomes Score

20 = + 20 if you have a queuing system [You: yes]

+ 80 - (1,200 x percent of calls resulting in irritating outcomes) [You: 0.0%]
 - (400 x percent of calls resulting in other undesired call outcomes during business hours)
 [You: 21.8%] (minimum score is 0)

Interpreting the Scoring Formula

- A perfect score requires 100% of calls to either get through to a knowledgeable person or to be satisfied by self serve options.
- Some undesired outcomes are worse than others. Irritating outcomes, such as busy signals after negotiating menu systems reduce your score more rapidly than other undesired outcomes, such as busy signals that occur before entering the system.



See next page for a detailed summary of Call Outcomes

B. Call Outcomes (continued)

30% of the Contact Center Service Score

3. Data used to determine the Call Outcomes Score		You	Peer Avg
Q195	Do you have a queuing system?	yes	100%yes
Q186	Good and Bad Call Outcomes		
	<u>Desired Outcomes</u>		
	a) Caller gets through to a knowledgeable person?	52%	58.6%
	d) Callers' needs satisfied by self serve options on your automated customer service line?	<u>26%</u>	<u>24.4%</u>
	Total Desired Outcomes	78%	83.0%
	<u>Undesired Outcomes</u>		
	b) Receptionist takes a message?	n/a	0.0%
	c) Voice mail takes a message during business hours?	n/a	0.1%
	e) Caller hangs-up while in queue or on hold or in menu?	6%	9.6%
	h) Busy signal, never enters the system?	16%	7.4%
	i) Caller gets pre-recorded 'call another time' message during business hours (prior to navigating an automated attendant menu)?	n/a	0.0%
	j) Call rings unanswered during business hours?	<u>n/a</u>	<u>0.0%</u>
	Total Undesired Outcomes	22%	17.0%
	<u>Irritating Outcomes</u>		
	f) If a receptionist answers the phone, system hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	0.0%
	g) If a receptionist answers the phone, caller gets busy signal (or message to call back later, or caller is bounced back to the main menu) after navigating an automated attendant menu?	<u>n/a</u>	<u>0.0%</u>
	Total Irritating Outcomes	<u>0%</u>	<u>0.0%</u>
	Total Outcomes	100%	100.0%

C. Menu Layers

10% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Menu Layers	20	61

2. Calculation of your Menu Layers Score

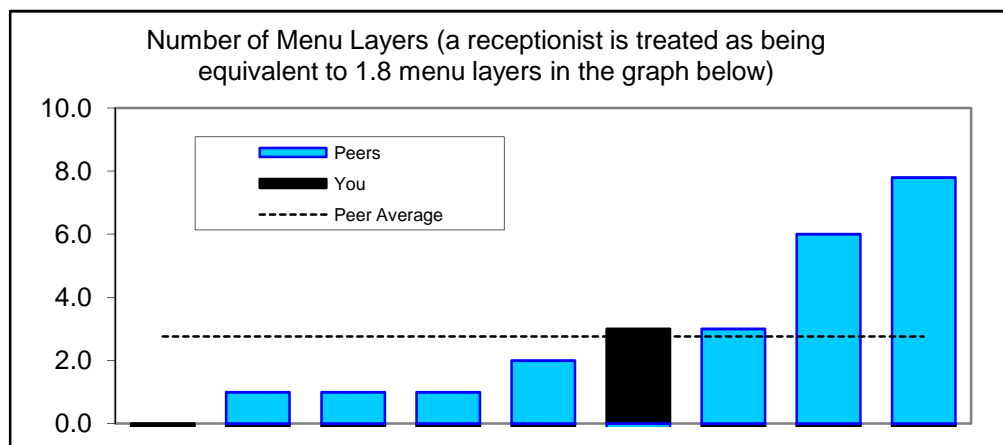
20 = 100 less:

- 10 if 1 Menu Layer, or
- 40 if 2 Menu Layers or
- 80 if 3 Menu Layers or
- 100 if 4 Menu Layers or more [You: 3.0 menu layers]
- 30 if a receptionist is the first point of contact [You: no]
(subject to a minimum score of 0)

Interpreting the Scoring Formula

- The more menu layers there are, the more annoying the call is to customers who prefer timely turnaround and quality service.
- A receptionist is just another menu layer and another inconvenience.

3. Data used to determine the Menu Layers Score	You	Peer Avg
Q187 Are calls responded to first by a recorded message or an automated attendant when your system is not busy? If yes:	yes	89%yes
a) What is the minimum number of menu layers that must be navigated before a new caller can speak to a service representative? [For greater clarity, each and every time a caller must press a button on the phone counts as a menu layer.]	3	3
d) Is the first point of human contact after queuing a receptionist or a service representative?	service rep.	0%receptionist
Q188 Are customer calls responded to first by a Service Representative when the system is not busy?	no	33%yes
Q189 Are customer calls responded to first by a receptionist when your system is not busy?	no	11%yes



D. Quality and Satisfaction

10% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Quality and Satisfaction	79	59

2. Calculation of your Quality and Satisfaction Score

79 = First Contact Satisfaction

+ 35 x percent of calls satisfied by first contact [You: n/a]
(If not tracked, default is 75%)

Coaching

+ 10 if you regularly review staff responses to calls for coaching purposes [You: yes]

Satisfaction Surveying

+ 25 if survey focuses primarily on member telephone calls [You: yes]
+ 10 x (100% if surveys are continuous or more than 26 times per year, 80% if monthly,
50% if quarterly, 25% if once per year) [You: 12.0]
+ 10 if you can summarize results by service representative [You: yes]
+ 10 if you can summarize by key topics discussed [You: 0.0]

Interpreting the Scoring Formula

- We assume that it is higher service if you regularly measure first contact satisfaction because we believe that what gets measured gets managed.
- If you measure satisfaction, we assume you do a better job of managing and improving it. Best practice Satisfaction Surveying is single activity focused, sent to customers who have recently experienced the service (otherwise too much is forgotten) and performed on a frequent random-sample basis. Also, you should be able to summarize the results by transaction type and by who provided the service.

D. Quality and Satisfaction (continued)

10% of the Contact Center Service Score

3. Data used to determine the Quality and Satisfaction Score		You	Peer Avg
Q196	Do you track the % of calls where the callers' needs are satisfied by the first contact (excluding receptionists), without transfer or call back?	no	22%yes
	a) If yes, what % of calls are satisfied by the first contact?	n/a	80.39%
Q197	Do you review your service representatives' responses to customers calls for coaching purposes on a regular basis? [As opposed to intermittent, or only while training new service representatives, etc]	yes	89%yes
Q198	Did you survey satisfaction with regard to Telephone Calls?	yes	67%yes
	If yes:		
	a) Did the survey focus primarily on the telephone call experience? [versus including other activities]	yes	56%yes
	b) How frequently did you survey satisfaction with Telephone Calls in the last fiscal year. (daily = 250, weekly = 52, monthly = 12, annually = 1)	12	59
	c) Can you summarize the results by service representative?	yes	22%yes
	d) Can you summarize the results by key topics discussed in the calls?	no	22%yes
Q200	Do you measure individual customer service representative performance?	yes	100%yes
	If yes:		
	a) How frequently is this done? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1)	daily	112
	If yes:		
	b) Average number of calls answered per hour	10	127
	c) Average percent of time off the phone	25%	16%
	d) Average percent of time the customer service representative is logged on the system	75%	87%
	e) Average individual call duration	240	204

E. Capability and Operating Hours

10% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Capability and Operating Hours	70	80

2. Calculation of your Capability and Operating Hours Score

70 = + 20 if you have a toll free number [You: no]
 + 40 if you call center is open 50 hours a week or more, otherwise 40 X hours open /50 [You: 55.0]
 + 5 if you offer voice mail as an alternative to queuing [You: no]
 + 5 if you offer voice mail after hours [You: no]
 + 30 if your service representatives have real time access to driver and vehicle records [You: yes]

Interpreting the Scoring Formula

- Customers prefer toll free numbers, they prefer call centers that are open longer and they prefer to have a choice between waiting or leaving a message.
- It is higher service to have service representatives have real time data access to your records so that they can answer specific questions.

3. Data used to determine the Capability and Operating Hours Score

	You	Peer Avg
Q191 Do you have a toll free number [or a number where customers are only charged the cost of a local call no matter where they are located] that customers can call to get a real person and not just an info line?	no	67%yes
Q192 How many hours per week is your 'call center' operational with customer service representatives available to answer calls?	55	44
Q193 Do you have separate information lines for different types of enquiries [for example, motor carrier questions, field office staff, business licenses, etc.]?	no	67%yes
a) If yes, how many separate information lines do you provide?	n/a	7
b) List each on a separate line below:		
n/a		
n/a		
n/a		
n/a		

E. Capability and Operating Hours (continued)

10% of the Contact Center Service Score

3. Data used to determine the Capability and Operating Hours Score continued		You	Peer Avg
Q194	Do you offer voice mail for responding to calls:		
	a) Instead of queuing during peak or overflow conditions? [i.e. forced, the caller does not have the option to wait in a queue when the queue becomes too long]	no	11%yes
	b) Instead of queuing? [i.e. forced, the caller does not have the option to wait in a queue even if the queue would be short]	no	0%yes
	c) As an alternative to queuing? [i.e., the caller has the option to exit the queue and leave a voice mail message]	no	22%yes
	d) After hours?	no	11%yes
	e) Only if a customer service representative has previously provided a customer with his name and direct extension?	no	33%yes
Q199	Do your call center service representatives have real time computer access to Driver and Vehicle Records?	yes	100%yes

F. Contacts via your Website

10% of the Contact Center Service Score

	You	Peer Avg
1. Service Score for Contacts via your Website	70	79

2. Calculation of your Contacts via your Website Score

70 = + 50 if you have a website [You: yes]

+ 10 if it provides information on current Wait Times at customer service centers [You: no]

+ 40 if all of your forms are available online, otherwise 20 if some of your forms are available online [You: some]

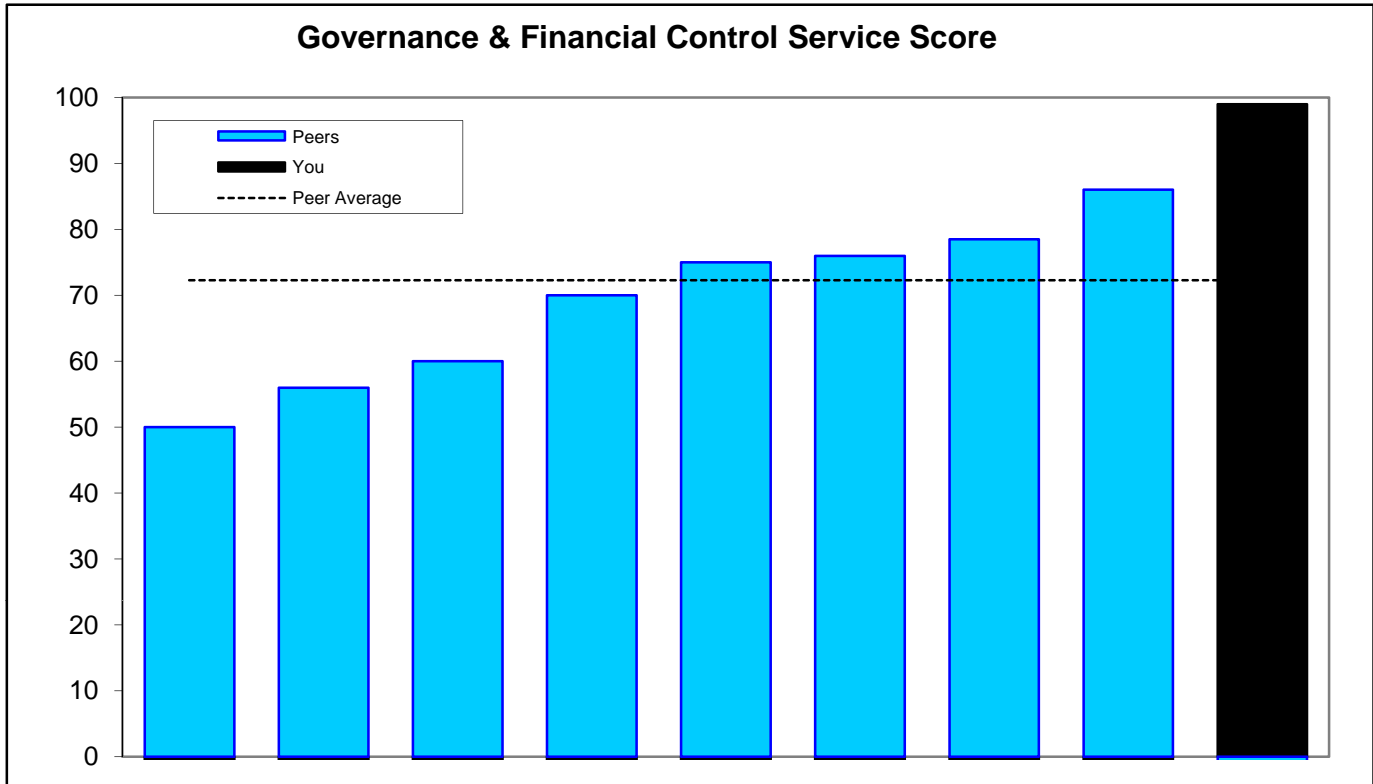
Interpreting the Scoring Formula

- A good website with all the forms online is an alternative way of contacting you for information.
- Providing current Wait Time for different customer service centers can help the customers to manage wait time at the customer service centers.

3. Data used to determine the Contacts via your Website Score	You	Peer Avg
Do you have a website?*	yes	100%yes
Q185 Are all, some or none of your forms available online?	some	34%all
Q76 Can customers phone, or visit your website to find out the current wait time at different customer service centers?	no	22%yes

**Answer based on responses to other questions*

**Your Service Score for Governance & Financial Control was 99.
This was above the peer average of 72.**



Breakdown of your Governance & Financial Control Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Reporting, Disaster Recovery	100%	99	72

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

The Governance & Financial Control activity is 2.1% of your Total Motor Vehicle Administration Service Score.

A. Reporting, Disaster Recovery

100% of the Governance & Financial Control Service Score

	You	Peer Avg
1. Service Score for Reporting, Disaster Recovery	99	72

2. Calculation of your Reporting, Disaster Recovery Score

99 = + 50 if you regularly report performance versus standards to the 5 stakeholder groups listed below, otherwise 10 X number of groups you report to [You: 5 groups]

+ 30 if you have back-up equipment and premises arranged [You: yes]

+ 20 - # of days before you are operational again to a minimum of 0 [You: 1.0 days]

Interpreting the Scoring Formula

- What gets measured and is reported is managed.
- Good service includes planning and preparing for unexpected events and disasters

3. Data used to determine the Reporting, Disaster Recovery Score

	You	Peer Avg
Q201 Do you regularly report performance versus an agreed standard of performance to:		
a) Oversight board or similar governing body	yes	100%yes
b) Staff performing the relevant activities	yes	100%yes
c) All staff	yes	67%yes
d) Senior Management	yes	100%yes
e) Customers	yes	44%yes
Total number of key groups	5.0	4.1
Q202 Do you have back-up equipment and premises arranged for your operations if substantial damage occurs at your principal location?	yes	78%yes
Q203 If your headquarters becomes inoperable due to some disaster (such as fire, tornado, etc), how long would it take in days for you to be operational again?	1.0	30.5

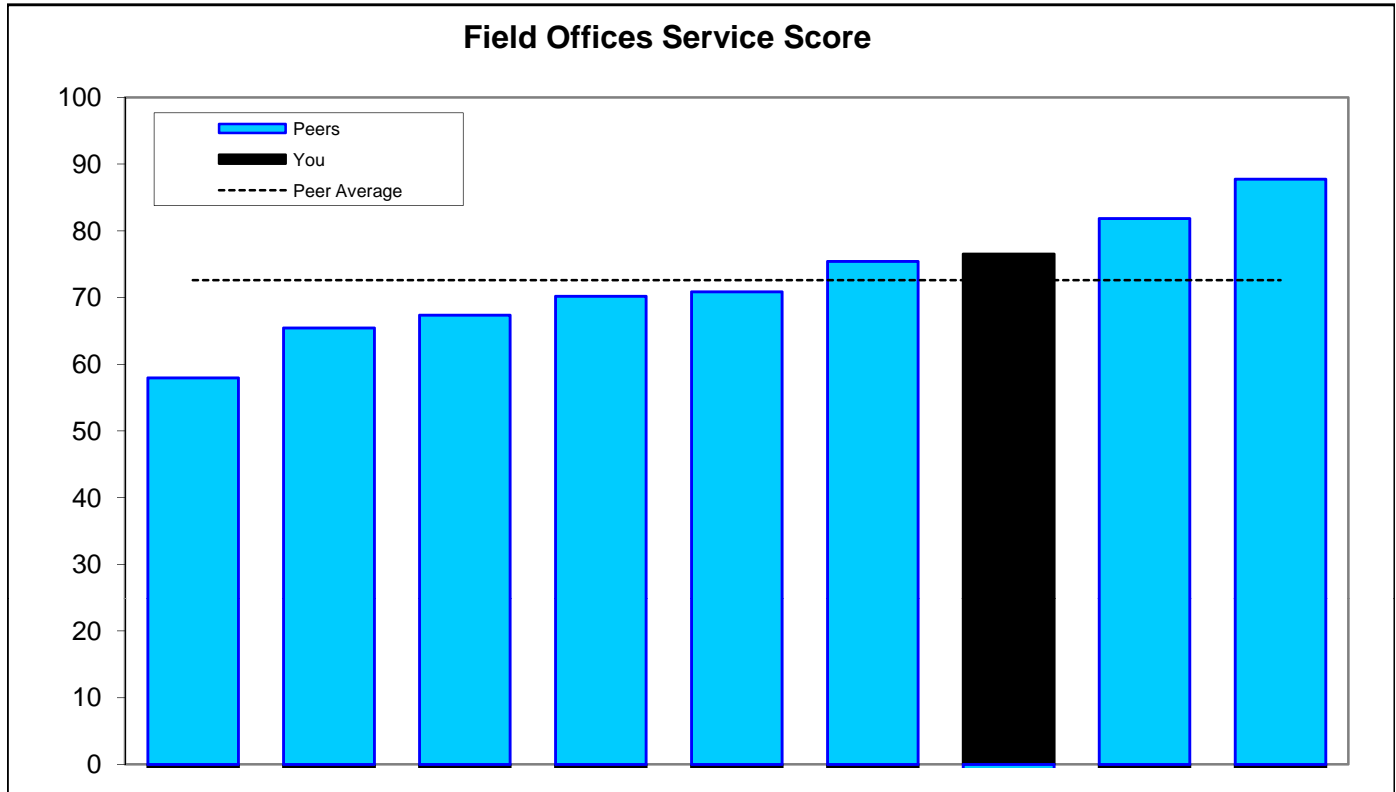
Summary of Service Scores by Delivery Channel

Service Scores by Delivery Channel						
Delivery Channel	Service Score out of 100					
	You	Peer				#
		Avg	Max	Med	Min	
A Field Offices	77	73	88	71	58	9
B Licensed Agents/Delegates	55	53	67	54	41	8
C Telephone Transactions	59	58	74	57	43	5
D Web Transactions	91	76	95	83	20	8
E E-tellers	n/a	37	41	37	33	2
F Mail/Fax	68	65	95	68	35	9

The Delivery Channel Service Scores are included in the Service Scores determined for each Activity. The reason is the service for each activity depends very much on the Delivery Channels available and the quality of service provided through those Delivery Channels.

The following pages shows the detailed calculations behind the Service Scores by Delivery Channel.

Your Service Score for Field Offices was 77. This was slightly above the peer average of 73.



Breakdown of your Service at Field Office Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Proximity of Assisted Field Locations	25%	94	84
B. Convenience	10%	100	89
C. Wait Time	35%	63	58
D. Capability	20%	54	78
E. Satisfaction Surveying	10%	100	69
Weighted Total	100%	77	73

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. Proximity of Assisted Field Locations

25% of the Field Offices Service Score

You Peer Avg

1. Service Score for Proximity of Assisted Field Locations	94	84
--	----	----

2. Calculation of your Proximity of Assisted Field Locations Score

- 94 = Driver Licensing
 + 5 if 15 or more non-CDL driver road test locations per million drivers
 otherwise 5 X locations per million /15 [You: 11.2 per million]
- + 25 if 15 or more picture-license locations per million drivers
 otherwise 25 X locations per million /15 [You: 13.3 per million]
- Vehicle Titling
 + 45 if 15 or more new Vehicle Titling locations per million drivers
 otherwise 45 X locations per million /15 [You: 21.5 per million]
- Issuing Records
 + 15 if 15 or more vehicle & driver record locations per million drivers
 otherwise 15 X locations per million /15 [You: 21.5 per million]
- Business Licenses
 + 10 if 1000 or more business licensing locations per thousand businesses
 or if you don't do business licensing (i.e., n/a)
 otherwise 10 X locations per thousand/1000 [You: 855.2 per thousand]

Interpreting the Scoring Formula

- More locations per driver imply closer and more convenient proximity.
- Vehicle titling gets the highest weight because it has the highest transaction volumes.
- *For this score, locations operated by licensed agents are added together with locations operated by you because legal structure is assumed to be unimportant to clients.*

3. Data used to determine the Proximity of Assisted Field Locations Score

	Your Data Used to Calculate Locations per Million/Thousands Businesses				Locations per Million Licensed Drivers/Thousand Businesses	
	(Q72) Operated by You	(Q84) Primary Licensed Agents	(Q72+Q84) Total Locations	(Q3) Licensed Drivers (millions)/ Total Business (000's)	You	Peer Avg
# of locations where customers can get:						
Driver road tests for private drivers (non-CDL)?	88	88	176	15.727	11.2	10.2
Licenses that require a new picture to be taken?	121	88	209	15.727	13.3	13.4
Vehicle Titling, tag, new registration	12	326	338	15.727	21.5	52.9
Obtain Vehicle (tag & title) Records?	12	326	338	15.727	21.5	16.7
Business Licenses (new question - if not provided assumed the same number as Licenses that require a new picture to be taken)?	12	n/a	12	0.014	855.2	2,536.1

B. Convenience

10% of the Field Offices Service Score

	You	Peer Avg
1. Service Score for Convenience	100	89

2. Calculation of your Convenience Score

100 = Hours of Operation
 80X % of Field Offices operating more or equal to 50 hours [You: 6.5%]
 70 X % of Field Offices operating more or equal to 45 but < 50 hours [You: 60.2%]
 60 X % of Field Offices operating more or equal to 40 but < 45 hours [You: 27.6%]
 50 X % of Field Offices operating more or equal to 35 but < 40 hours [You: 0.8%]
 40 X % of Field Offices operating < 35 hours [You: 4.9%]
 20 X % of Field Offices with extended operating hours [You: 100.0%]

(the above is subject to a maximum score of 80)

Parking Facilities
 20 X % of Field Offices with parking facilities [You: 100.0%]

Interpreting the Scoring Formula

- A perfect score requires that 100% of your Field Offices operate more than 50 hours a week and they all offer parking. Alternatively, you can also get a perfect score if your Field Offices are open less than 50 hours a week if they are open during non standard business hours, for example, Saturday and they all offer parking. The rationale is the longer the hours, the more likely that the time that the Field Office is open is convenient for the customer. (However, this approach may not be the most cost effective one.)

3. Data used to determine the Convenience Score

		You	Peer Avg
Q73	How many of your customer service centers have customer servicing hours per week of:		
		<u># of CSCs</u>	<u>% of Tot.</u>
	a) Less than 35 hours?	6	4.9%
	b) More than or equal to 35 hours but less than 40 hours?	1	0.8%
	c) More than or equal to 40 hours but less than 45 hours?	34	27.6%
	d) More than or equal to 45 hours but less than 50 hours?	74	60.2%
	e) More than or equal to 50 hours?	<u>8</u>	<u>6.5%</u>
	Total	123	89.0%
Q73.1	What percentage of your customer service centers have extended operating hours (i.e., operating hours outside of the standard business hours of M-F 9 to 5 p.m.)?	100.0%	64.2%
Q73.2	What percentage of your customer service centers offer parking facilities?	100.0%	86.3%

C. Wait Time

35% of the Field Offices Service Score

	You	Peer Avg
1. Service Score for Wait Time	63	58

2. Calculation of your Wait Time Score

63 = + 50 minus average wait time [You: 20.0 minutes]
 subject to a minimum score of 0 and a maximum score of 40

+ 5 if customers can find wait times at Field Office by calling or visiting your website [You: no]

+ 5 if you have an Information desk [You: yes]

+ 45 X % of customers served < 10 minutes [You: 0.0%*]

+ 30 X % of customers served between 11 - 20 minutes [You: 92.0%]

+ 15 X % of customers served between 21 - 30 minutes [You: 0.0%*]

+ 5 X % of customers served > 30 minutes [You: 8.0%]

Interpreting the Scoring Formula

- The lower the average Total Wait Time (including information desk wait time), the better.
- Customers can ask questions at an Information Desk if they are unsure about something , therefore this is higher service
- If customers can check real time 'wait time', before going to the Field Office, this is higher service.
- The higher the percentage of customers served at less time, the higher the service.

3. Data used to determine the Wait Time Score	You	Peer Avg
Q74 Do you have an 'Information Desk' in most of your customer service centers? Information Desks help confirm that your desired transaction can be done at the location and help direct you to the correct window or line-up. If yes:	yes	100%yes
b) Is it mandatory to go to an Information Desk before waiting for a customer service representative?	mandatory	100% mandatory
Q75 What is the average wait time for a customer service representative? Do not include the wait time for the Information Desk, which has already been captured in Q66. (For most jurisdictions this is the time from when the customer obtains a customer traffic management ticket until reaching the customer service agent)	15 min	21 min
Q74 a) What is the average wait time at Information Desks?	<u>5.0* min (*)</u>	<u>4 min</u>
Total Average Wait Time	20	24 min

C. Wait Time (continued)

35% of the Field Offices Service Score

3. Data used to determine the Wait Time Score Continued		You	Peer Avg
Q75.1	Approximately what percentage of your customers are served (including wait time and time to complete the transactions that they came for) at customer service windows in:		
	a) under 10 minutes	0.0%*	31.2%
	b) 10-20 minutes	92.0%	28.5%
	c) 21-30 minutes	0.0%*	18.0%
	d) over 30 minutes	8.0%	22.3%
Q76	Can customers phone, or visit your website to find out the current wait time at different customer service centers?	no	22%yes

D. Capability

20% of the Field Offices Service Score

	You	Peer Avg
1. Service Score for Capability	54	78

2. Calculation of your Capability Score

54.5 = + 20 X % of transactions at Field Office that are completed in one visit [You: 100.0%]
 + 10 X % of Field Offices with real time access to vehicle & driver records [You: 100.0%]
 + 20 if you issue license in permanent form [You: yes, permanent],
 otherwise 20 X % of license received before expiry of temporary license [You: 100.0%]
 + 50 X % of Field Offices that can do both driver and vehicle renewals [You: 8.96%]

Interpreting the Scoring Formula

- A perfect score requires that 100% of your Field Offices have real time access to vehicle & driver records. Real time data access helps ensure that transactions can be completed.
- A perfect score requires that all customer transactions are completed in one visit. Customers do not want to have to come back or have to go to multiple offices to do transactions.
- If the customer walks out with the permanent document, then the transaction is complete. If they walk out with temporary document, it is possible that the document may be lost, not received, etc.

3. Data used to determine the Capability Score

	You	Peer Avg
Q78 What percentage of transactions at customer service centers are completed in one visit? If the customer walks out with usable 'temporary documents' such as a temporary license, treat the transaction as completed provided that nothing more is required from the customer.	100.0%	68.2%
Q79 What percentage of your customer service centers have real time access to vehicle and driver records?	100.0%	99.8%
Q80 Do your customer service centers issue license and ID cards in temporary or permanent format? If temporary:	permanent	38% temp.
a) In how many days, do these temporary drivers' license expire?	90 days	53 days
b) Approximately, what percentage of your permanent documents are received by the customers before the temporary documents expire?	100.0%	97%
Q69, Q72 At what percent of field locations operated by you can clients do both driver license and vehicle registration renewals? (derived from Q69 and Q72c,d,e)	9.0%	69.9%

E. Satisfaction Surveying

10% of the Field Offices Service Score

	You	Peer Avg
1. Service Score for Satisfaction Surveying	100	69

2. Calculation of your Satisfaction Surveying Score

- 100 = + 30 if you survey customer satisfaction with their experience at a Field Office [You: yes]
- + 30 if you send surveys only to customers who visited a Field Office within 2 weeks or less [You: yes]
- + 10 if surveying is more frequent than 26 times a year, 8 if monthly, 5 if quarterly, 3 if once a year [You: daily]
- + 10 if survey identifies the specific transactions performed by the client [You: yes]
- + 10 if survey identifies specific Field Office the customer visited [You: yes]
- + 10 X ratio of Field Offices included in the surveying samples [You: 100.00%]

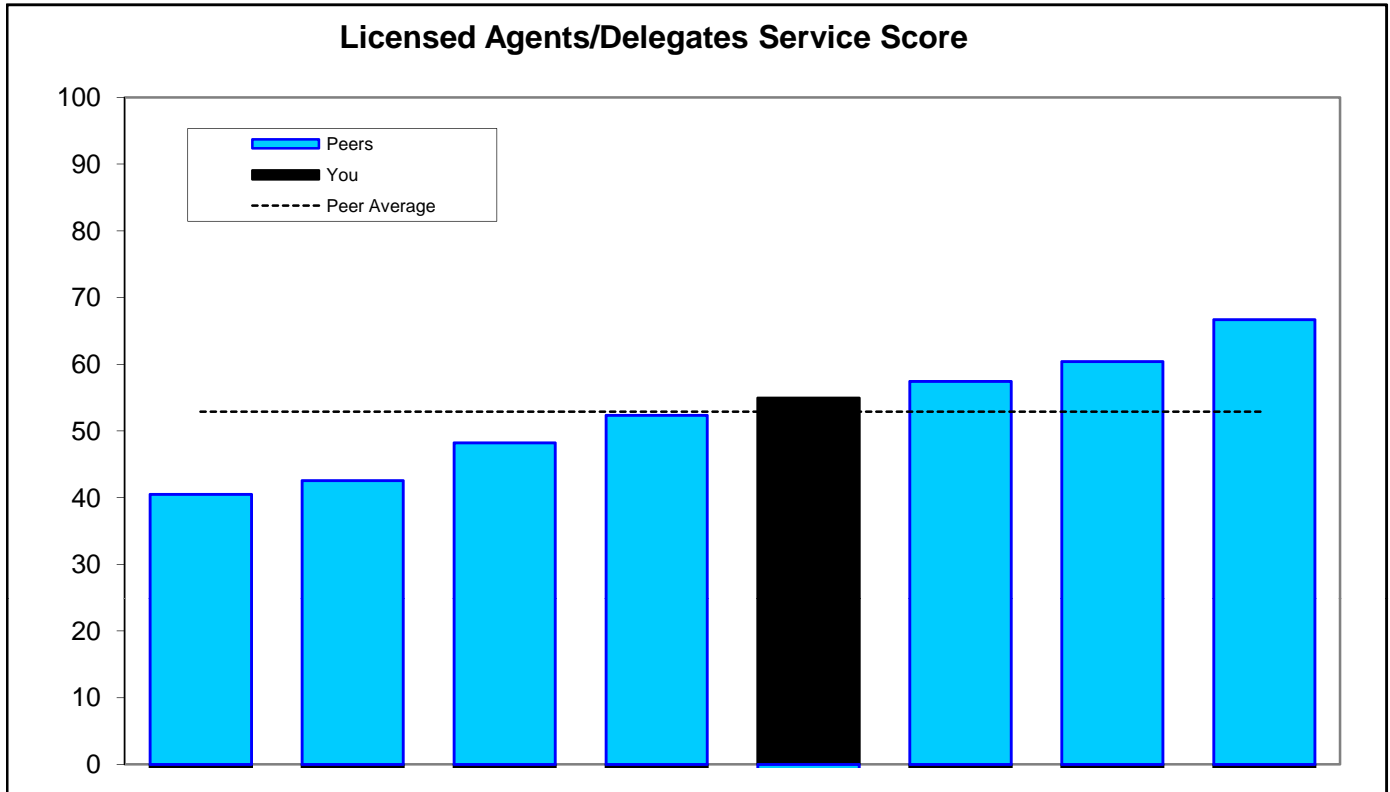
Interpreting the Scoring Formula

- If you measure satisfaction, we assume you do a better job of managing and improving it. Best practice Satisfaction Surveying is single activity focused, sent to customers who have recently experienced the service (otherwise too much is forgotten) and performed on a frequent random-sample basis. Also, you should be able to summarize the results by transaction type and by who provided the service.

3. Data used to determine the Satisfaction Surveying Score

	You	Peer Avg
Q81 Did you survey customer satisfaction with their experience at customer service centers?	yes	89%yes
If yes:		
a) Do you conduct surveys only with customers who visited a customer service center within 2 weeks or less of the surveying date?	yes	63%yes
b) How frequently do you survey? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1)	daily	66
c) Does your survey ask about the specific transactions performed by the client (e.g. getting a driver's license, arranging for vehicle title transfer, etc.)?	yes	63%yes
d) Does the survey identify the specific customer service center that the customer visited.	yes	75%yes
e) How many customer service centers were included in the satisfaction surveying? For example, if clients from only one-quarter of your service centers were included in the surveying samples, then the proportion is 25%.	100%	96%

Your Service Score for the Licensed Agents/Delegates was 55. This was close to the peer average of 53.



Breakdown of your service at Licensed Agents/Delegates Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Proximity of Assisted Field Locations	25%	94	84
B. Convenience	15%	81	72
C. Wait Time	35%	35	35
D. Capability	10%	70	72
E. Satisfaction Surveying	15%	0	11
Weighted Total	100%	55	53

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. Proximity of Assisted Field Locations

25% of the Licensed Agents/Delegates Service Score

	You	Peer Avg
1. Service Score for Proximity of Assisted Field Locations	94	84

2. Calculation of your Proximity of Assisted Field Locations Score

94.4 = Driver Licensing
 + 5 if 15 or more non-CDL driver road test locations per million drivers
 otherwise 5 X locations per million /15 [You: 11.2 per million]

+ 25 if 15 or more picture-license locations per million drivers
 otherwise 25 X locations per million /15 [You: 13.3 per million]

Vehicle Titling
 + 45 if 15 or more new Vehicle Titling locations per million drivers
 otherwise 45 X locations per million /15 [You: 21.5 per million]

Issuing Records
 + 15 if 15 or more vehicle & driver record locations per million drivers
 otherwise 15 X locations per million /15 [You: 21.5 per million]

Business Licenses
 + 10 if 1000 or more business licensing locations per thousand businesses
 or if you don't do business licensing (i.e., n/a)
 otherwise 10 X locations per thousand/1000 [You: 855.2 per thousand]

Interpreting the Scoring Formula

- More locations per driver imply closer and more convenient proximity.
- Vehicle Titling gets the highest weight because it has the highest transaction volumes.
- *For this score, locations operated by licensed agents are added together with locations operated by you because legal structure is assumed to be unimportant to clients.*

3. Data used to determine the Proximity of Assisted Field Locations Score

	Your Data Used to Calculate Locations per Million				Locations per Million Licensed Drivers	
	(Q72) Operated by You	(Q84) Primary Licensed Agents	(Q72+Q84) Total Locations	(Q3) Licensed Drivers (millions)	You	Peer Avg
# of locations where customers can get:						
Driver road tests for private drivers (non-CDL)?	88	88	176	15.727	11.2	10.2
Licenses that require a new picture to be taken?	121	88	209	15.727	13.3	13.4
Vehicle Titling, tag, new registration	12	326	338*	15.727	21.5	52.9
Obtain Vehicle (tag & title) Records?	12	326	338	15.727	21.5	16.7
Business Licenses (new question - if not provided assumed the same number as Licenses that require a new picture to be taken)?	12	n/a	12	0.014	855.2	2,536.1

* Includes Ancillary Agents

B. Convenience

15% of the Licensed Agents/Delegates Service Score

	You	Peer Avg
1. Service Score for Convenience	81	72

2. Calculation of your Convenience Score

81 = Hours of Operation
 80X % of Licensed Agents operating more or equal to 50 hours [You: 2.1%]
 70 X % of Licensed Agents operating more or equal to 45 but < 50 hours [You: 6.7%]
 60 X % of Licensed Agents operating more or equal to 40 but < 45 hours[You: 86.8%]
 50 X % of Licensed Agents operating more or equal to 35 but < 40 hours [You: 3.4%]
 40 X % of Licensed Agents operating < 35 hours [You: 0.9%]
 20 X % of Licensed Agents with extended operating hours [You: 0.0%]

(The above is subject to a maximum of 80)

Parking Facilities

20 X % of Licensed Agents with parking facilities [You: 100.0%]

Interpreting the Scoring Formula

- A perfect score requires that 100% of your Licensed Agents operate more than 50 hours a week. The rationale is that the longer the hours, the more likely that the time that the Licensed Agents is open is convenient for the customer.

3. Data used to determine the Convenience Score

		You	Peer Avg
Q86	How many Licensed Agents (per Q83) have customer servicing hours per week of:		
	a) Less than 35 hours?	3	27.4%
	b) More than or equal to 35 hours but less than 40 hours?	11	3.4%
	c) More than or equal to 40 hours but less than 45 hours?	283	54.8%
	d) More than or equal to 45 hours but less than 50 hours?	22	14.1%
	e) More than or equal to 50 hours?	7	0.3%
	Total % open more than 40 hours per business week	312	69.2%
Q86.1	What percentage of your Licensed Agents have operating hours that are during non-standard business hours (i.e., M-F 9 to 5 p.m.)?	0.0%	24.4%
Q86.2	What percentage of your Licensed Agents offer parking facilities?	100.0%	55.6%

C. Wait Time

35% of the Licensed Agents/Delegates Service Score

	You	Peer Avg
1. Service Score for Wait Time	35	35

2. Calculation of your Wait Time Score

35 = + 100 minus 2 X average total Wait Time at licensed agents [You: unknown minutes],
(If unknown, the default is a score of 35)

Interpreting the Scoring Formula

- What gets measured gets managed.
- The lower the Wait Time, the better.

3. Data used to determine the Wait Time Score	You	Peer Avg
Q87 Do you monitor wait times at Licensed Agents?	no	0%yes
If yes:		
a) What is the average wait time in minutes at the Information Desk (if applicable)?	n/a	unknown
b) What is the average wait time for a customer service representative?		
Do not include the wait time for the Information Desk, which has already been captured in a).	n/a	unknown
Total Average Wait Time	unknown	unknown

D. Capability

10% of the Licensed Agents/Delegates Service Score

	You	Peer Avg
1. Service Score for Capability	70	72

2. Calculation of your Capability Score

70 = + 30 if all of your Licensed Agents have real time access to your driver and vehicle records, otherwise 30 X percent with access [You: 100.0%]

+ 30 if Licensed Agents issue licenses in permanent form [You: permanent], otherwise 25 X % of license received before expiry of temporary license [You: 100.0%]

+ 10 if you have a service agreement with your Licensed Agents [You: yes]

+ 30 X percentage of Licensed Agents reviewed/inspected last year [You: 0.6%]

Interpreting the Scoring Formula

- Real time data access helps ensure that transactions can be completed.
- Service agreements document and clarify service expectations.
- Monitoring and reviewing ensure that service expectations are being met.
- If the customer walks out with the permanent document, then the transaction is complete. If they walk out with temporary document, there is a possibility that the document may be lost, not received, etc.

3. Data used to determine the Capability Score	You	Peer Avg
Q91 What percentage of your Licensed Agents have real time data access to your driver and vehicle records?		
a) Primary Agents	100%	72%
b) Ancillary Agents	n/a	56%
Q84 At how many Licensed Agents (per Q83) can customers perform the following transactions. Note: In the original survey most of the questions that follow only related to 'Primary', we have changed it to reflect both Ancillary and Primary now:		
c) Licenses that require a new picture to be taken?	88	21
Q85 Do your Licensed Agents issue licenses in temporary or permanent format?	permanent	0% temp.
If temporary:		
a) Approximately, what percentage of your permanent licenses are received by the customers before the temporary documents expire?	100%	100%
Q88 Do you have a service agreement with your Licensed Agents?	yes	88%yes
Q89 Do you conduct inspections and review your Licensed agents to ensure that they are complying with your requirements?	yes	75%yes
a) If yes, how many Licensed Agents did you inspect last year?	2.0	1,835
% of Licensed Agents reviewed/inspected	1%	115%

E. Satisfaction Surveying

15% of the Licensed Agents/Delegates Service Score

	You	Peer Avg
1. Service Score for Satisfaction Surveying	0	11

2. Calculation of your Satisfaction Surveying Score

- 0 = + 30 if you survey customer satisfaction with their experience at Licensed Agents directly [You: no] or if you require your Licensed Agents to survey and you review the results [You: no]
- + 30 if you send surveys only to customers who visited the Licensed Agents within 2 weeks or less [You: n/a]
- + 10 if surveying is more frequent than 26 times a year, 8 if monthly, 5 if quarterly, 3 if once a year [You: n/a]
- + 10 if survey identifies the specific transactions performed by the customer [You: n/a]
- + 10 if survey identifies specific Licensed Agents the customer visited [You: n/a]
- + 10 X ratio of Licensed Agent's included in the surveying samples [You: n/a]

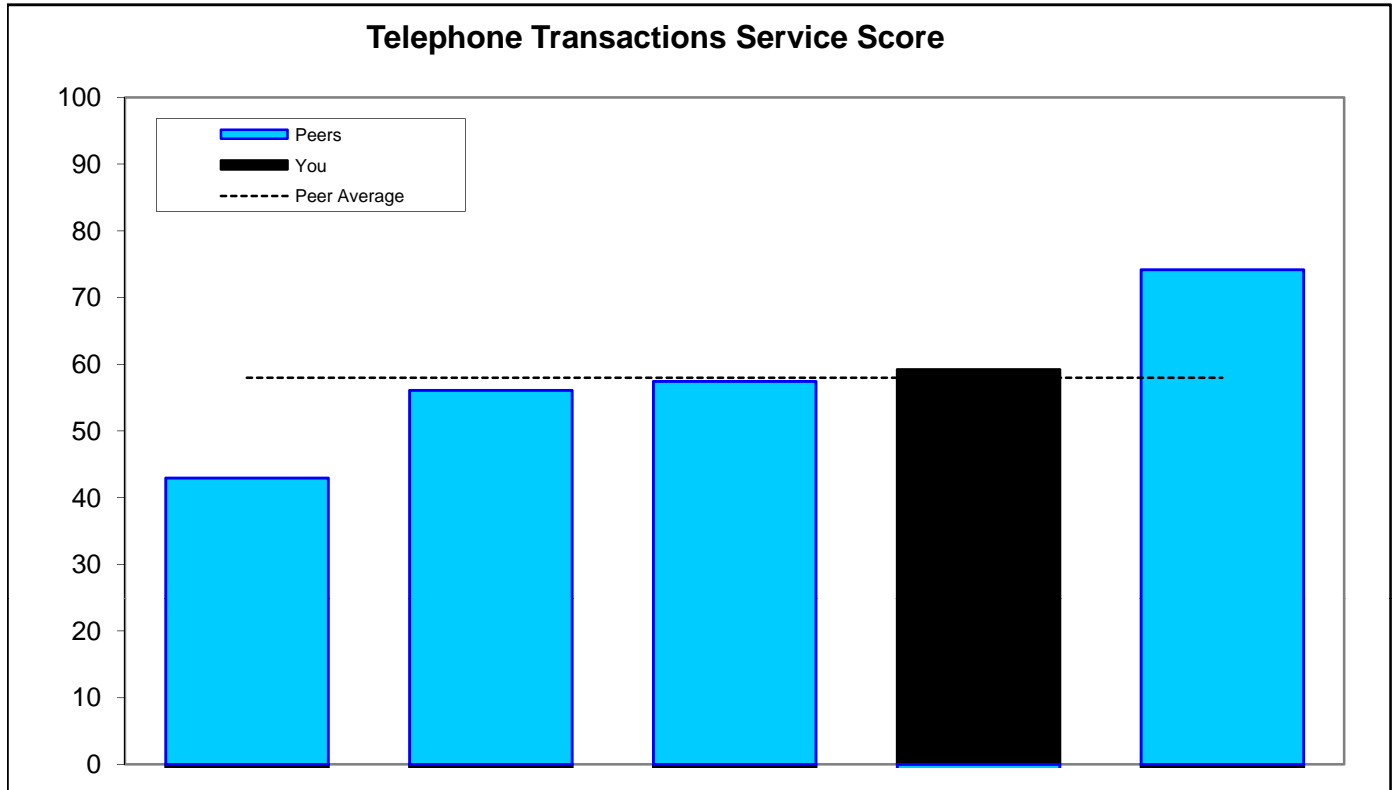
Interpreting the Scoring Formula

- Either the surveying should be done directly by you or you need to review the surveys that were conducted by the Licensed Agents.
- If you measure satisfaction, we assume you do a better job of managing and improving it. Best practice Satisfaction Surveying is single activity focused, sent to customers who have recently experienced the service (otherwise too much is forgotten) and performed on a frequent random-sample basis. Also, you should be able to summarize the results by transaction type and by who provided the service.

3. Data used to determine the Satisfaction Surveying Score

	You	Peer Avg
Q90 a) Do you survey customers directly with regard to their experience at Licensed Agents?	no	13%
b) Do you require your Licensed Agents to survey customers with regard to their experience at Licensed Agents, and do you review the results (answer 'no' if you require the surveys, but do not review them)?	no	13%
If yes:		
c) Is the survey conducted only with customers who visited the licensed agent within 2 weeks or less of the surveying date?	n/a	100%
d) How frequently is the surveying done? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1)	n/a	250.0
d.1) Does your survey ask about the specific transactions performed by the client (e.g. getting a driver's license, arranging for vehicle title transfer, etc.)?	n/a	0%
d.2) Does the survey identify the specific Licensed Agent that the customer visited.	n/a	50%
e) How many Licensed Agents were included in the satisfaction surveying? For example, if clients from only one-quarter of your licensed agents were included in the surveying samples, then the proportion is 25%.	n/a	100%

Your Service Score for Transactions by Telephone Transactions was 59. This was close to the peer average of 58.



Breakdown of your Telephone Transactions Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Capability	75%	56	49
B. Turnaround	25%	70	86
Weighted Total	100%	59	58

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. Capability

75% of the Telephone Transactions Service Score

	You	Peer Avg
1. Service Score for Capability	56	49

2. Calculation of your Capability Score

56 = + 10 if customers can conduct fee transactions through a customer service representative [You: yes]
as well as an automated attendant/IVR [You: yes]

if customers can conduct the following fee transactions entirely over the phone:

+ 10 driver services transactions [You: yes]

+ 10 tag & title transactions [You: yes]

+ 10 vehicle/drivers records [You: no]

+ 60 - time in seconds to reach a knowledgeable person /10 [You: 244 secs]

Interpreting the Scoring Formula

- Most customers prefer to transact with service agents if the option is immediately available. Automated attendants or IVRs are a valued option when wait times get longer or after-hours. Thus, highest service is to offer both alternatives.

3. Data used to determine the Capability Score	You	Peer Avg
Q97 Can the following fee transactions be done entirely over the phone ?	no	0% yes
If yes:		
a) Driver services transactions (such as license renewal)	yes	25% yes
b) Tag and Title transactions such as (Tag/plate renewal)	yes	57% yes
c) Vehicle/Drivers records	no	25% yes
Q97.2 Can these transactions be completed through:		
a) Customer service representatives?	yes	33% yes
b) Automated attendant or IVR?	yes	83% yes
Average total time in seconds for a caller to reach a knowledgeable person within your System. See Contact Center Service Score - page 38.	244 secs	280 secs

B. Turnaround

25% of the Telephone Transactions Service Score

	You	Peer Avg
1. Service Score for Turnaround	70	86

2. Calculation of your Turnaround Score

70 = + 50 if driver services documents are mailed within 1 day of the transaction, otherwise 50 - number of days X 5 [You: 6 days]

+ 50 if tag & title documents are mailed within 1 day of the transaction, otherwise 50 - number of days X 5 [You: 1 day]

+ 50 if Vehicle/Drivers Record documents are mailed within 1 day of the transaction, otherwise 50 - number of days X 5 [You: n/a days]

(The above scoring applies when only two fee telephone transaction apply , which is the case for your system)

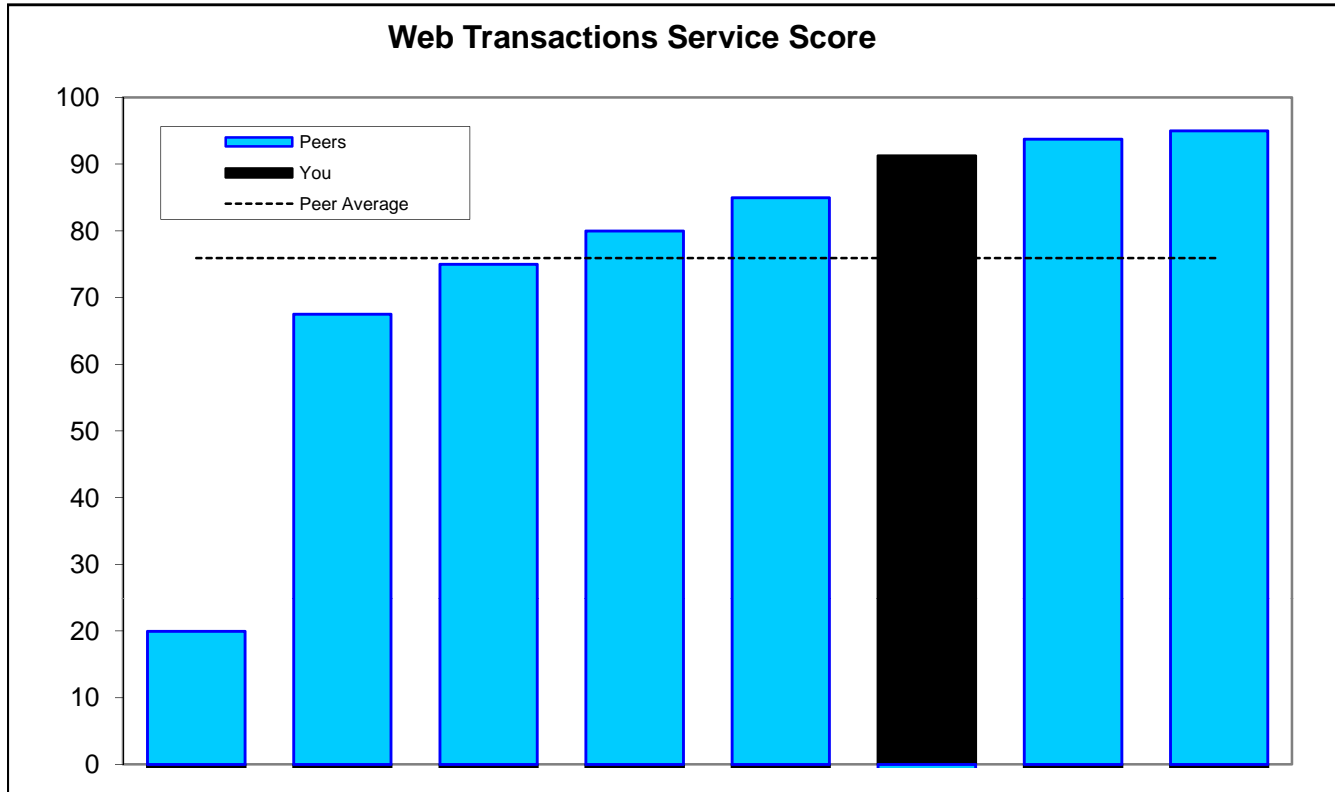
Interpreting the Scoring Formula

- Customers expect and want final documents to arrive on a timely basis. When documents are late they risk having expired documents. They also worry that the transaction may have been lost or not done correctly.

3. Data used to determine the Turnaround Score	You	Peer Avg
--	-----	----------

Q97.1	How long on average, in days, does it take from the time the customer conducts their transaction over the telephone, until the time the document that the customer has requested is mailed?		
a)	driver services transactions	6 days	4 days
b)	tag & title transactions	1 day	2 days
c)	Vehicle/Drivers records	n/a days	2 days

Your Service Score for Web Transactions was 91. This was above the peer average of 76.



Breakdown of your Web Transactions Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. PIN Administration	50%	100	81
B. Turnaround & Satisfaction Surveying	50%	83	71
Total	100%	91	76

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. PIN Administration

50% of the Web Transactions Service Score

	You	Peer Avg
1. Service Score for PIN Administration	100	81

2. Calculation of your PIN Administration Score

100 = +100 if you do not require a PIN for website transactions [You: some]

or if you require a PIN for some then,

- + 30 if you do not require a PIN for vehicle registration renewals [You: yes]
- + 30 if you do not require a PIN for drivers' license renewals [You: no]
- + 20 if you do not require a PIN for change of address [You: no]
- + 20 if you do not require a PIN to book a road test [You: no]

or if you require a PIN, then

- + 50 if you send a PIN out with renewal notice [You: yes]
 - + 50 if a customer loses or forgets a PIN, you can resend instantly and electronically, otherwise 0. [You: 0.0 days]
- maximum sum of above score 100

Interpreting the Scoring Formula

- From the customers perspective, requiring a PIN is an additional administrative hassle.
- However, if you require a PIN, sending the PIN with the renewal notice encourages use and saves the customer the extra step of requesting a PIN. If they lose their PIN, they want instantaneous help.

3. Data used to determine the PIN Administration Score	You	Peer Avg
Q92 Do customers need a Personal Identification Number (PIN) to be able to effect transactions (for example, book road test, change address, registration renewals, etc.) over your website?	some	12%yes
If yes:		
a) renew their vehicle registration	yes	71%yes
b) renew their drivers' license	no	50%yes
c) change address	no	60%yes
d) book a road test	no	25%yes
e) If yes to a) or b), do you send out the PIN/access code with the renewal notice?	yes	83%yes
Q93 If the customer forgets or loses their PIN/access code, how long on average, in days, does it take until you send them a new PIN number? (Same day = 0.)	0.0 days	2.8 days

B. Turnaround & Satisfaction Surveying

50% of the Web Transactions Service Score

	You	Peer Avg
1. Service Score for Turnaround & Satisfaction Surveying	83	71

2. Calculation of your Turnaround & Satisfaction Surveying Score

82.5 = Turnaround Time

- + 35 if driver services documents are mailed within 1 day of the transaction, otherwise 35 - 2.5 X number of days [You: 3.0 days]
- + 35 if tag & title documents are mailed within 1 day of the transaction, otherwise 35 - 2.5 X number of days [You: 1.0 day]

Satisfaction Surveying

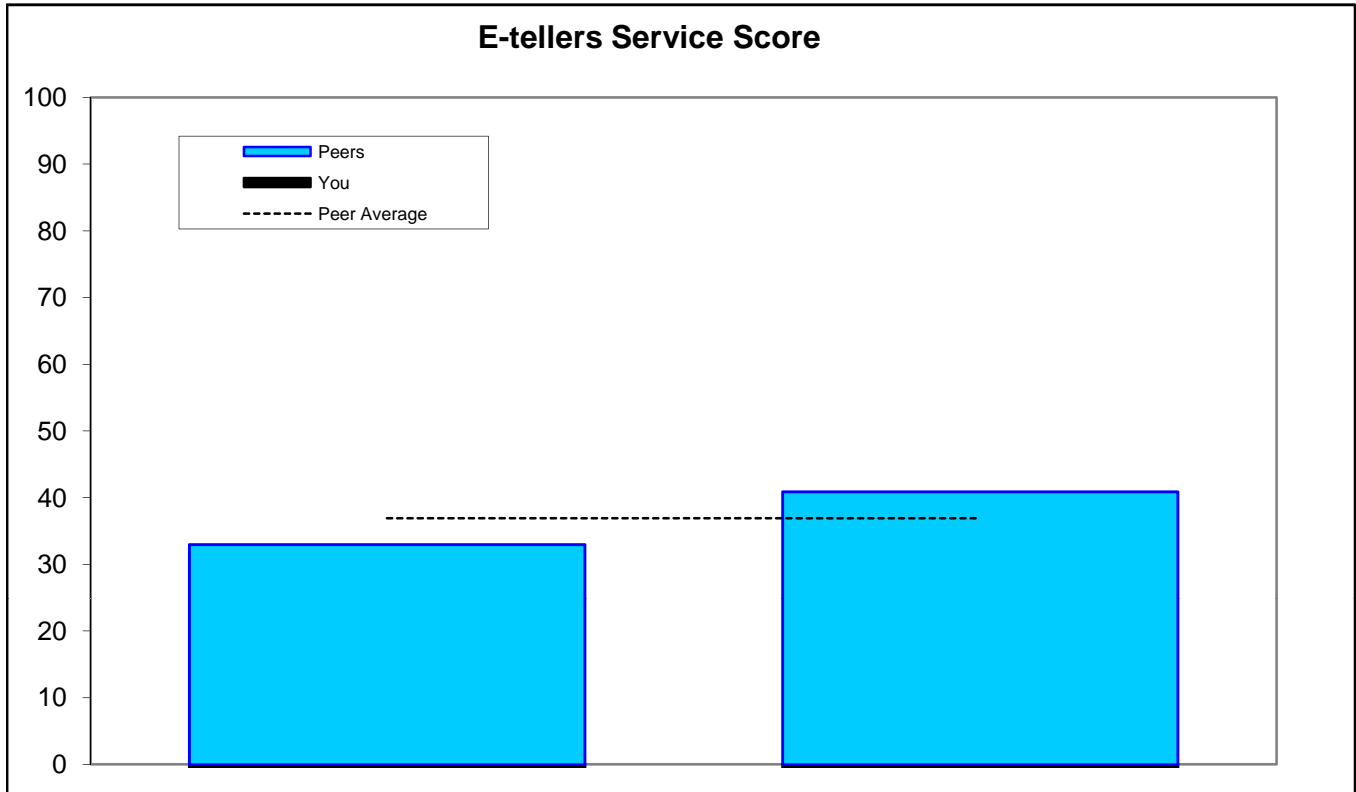
- + 10 if you survey customer satisfaction for Website Transactions [You: yes]
- + 10 if you send survey only to customer who transacted within 2 weeks [You: no]
- + 10 if your survey was done monthly or more frequently [You: daily]

Interpreting the Scoring Formula

- Customers expect and want final documents to arrive on a timely basis. When documents are late they risk having expired documents. They also worry that the transaction was lost or not done correctly.
- If you measure satisfaction, we assume you do a better job of managing and improving it. Best practice Satisfaction Surveying is single activity focused, sent to customers who have recently experienced the service (otherwise too much is forgotten) and performed on a frequent random-sample basis.

3. Data used to determine the Turnaround & Satisfaction Surveying Score	You	Peer Avg
Q94 How long on average, in days, does it takes from the time the customer conducts their transaction on the web, until the time the document that the customer has requested is mailed?		
a) driver services transactions	3.0 days	3.4 days
b) tag & title transactions	1.0 day	2.5 days
Q95 Do you survey customer satisfaction with respect to their experience transacting through the web?	yes	56%yes
a) Do you send the survey only to customers who had performed a transaction on your website within 2 weeks or less of the surveying date?	no	60%yes
b) How frequently do you survey? (daily or continuous = 250, weekly = 52, monthly = 12, annually = 1)	daily	200.4

You do not do this activity. The average Service Score for your peers was 37.



Breakdown of your E-tellers Service Score			
Components	Weight	Score out of 100	
		You	Peer Avg
A. Proximity	80%	n/a	21
B. Satisfaction	20%	n/a	100
Weighted Total	100%	n/a	37

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. Proximity

80% of the E-tellers Service Score

	You	Peer Avg
1. Service Score for Proximity	n/a	21

2. Calculation of your Proximity Score

n/a = + 50 if 15 or more E-teller locations per million drivers
 otherwise 50 X locations per million /15 [You: n/a per million]

+ 25 X % that are in locations other than customer service centres [You: n/a]

+ 25 X % that are accessible 24/7 [You: n/a]

Interpreting the Scoring Formula

- More locations per driver imply closer and more convenient proximity.
- Locations away from Customer Service Centers, such as shopping malls, increase the net number of physical locations where transactions can be done on either a self-serve or assisted basis.
- 24/7 enables customers to do transactions after normal business hours.

3. Data used to determine the Proximity Score	You	Peer Avg
E-teller Locations per Million Licensed Drivers (= your n/a Etellers per Q98a / your 15.7 million licensed drivers per Q3)	n/a	1.6
Etellers at Locations Separate from Customer Service Centers (= separate locations per Q98b / Etellers per Q98a)	n/a	4.5%
Eteller Locations open 24/7 (= locations open 24/7 per Q98c / Etellers per Q98a)	n/a	59.1%
Q98 Do you have Electronic Tellers (self-service machines) that customers can access to do transactions with you?	no	22% yes
If yes:		
a) How many do you have?	n/a	10
b) How many are in locations other than the locations of customer service centers and licensed agents?	n/a	1
c) How many are in locations that the customers can access 24/7?	n/a	5

B. Satisfaction

20% of the E-tellers Service Score

	You	Peer Avg
1. Service Score for Satisfaction	n/a	100

2. Calculation of your Satisfaction Score

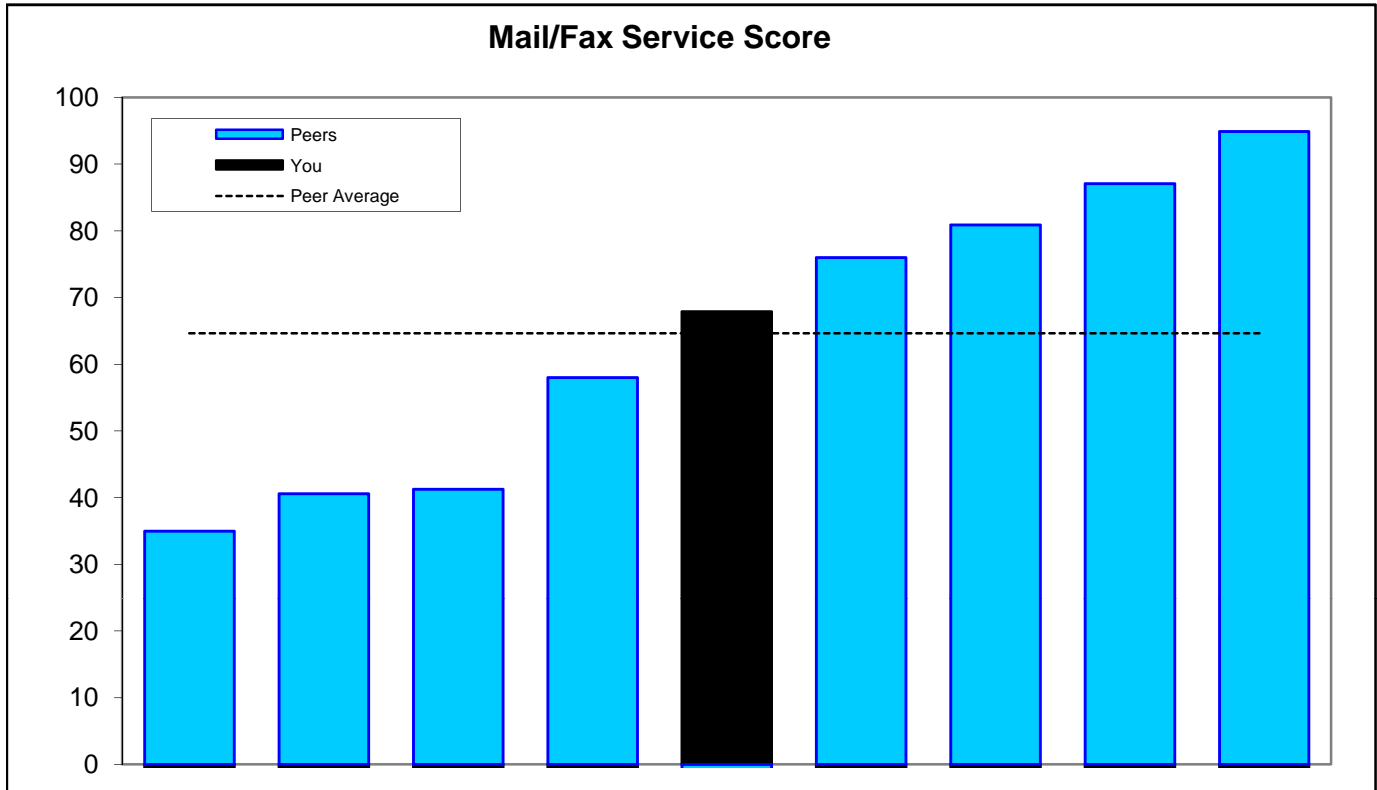
n/a = + 50 if you survey customer satisfaction for Eteller transactions [You: no]
 + 25 if you send survey only to customer who transacted within 2 weeks [You: n/a]
 + 25 if your survey was done monthly or more frequently [You: n/a]

Interpreting the Scoring Formula

- What gets measured gets managed.
- If you measure satisfaction, we assume you do a better job of managing and improving it. Best practice Satisfaction Surveying is single activity focused, sent to customers who have recently experienced the service (otherwise too much is forgotten) and performed on a frequent random-sample basis.

3. Data used to determine the Proximity Score	You	Peer Avg
Q99 Do you survey customer satisfaction with respect to their experience with an electronic teller? If yes:	no	67% yes
a) Did you send the survey only to customers who had conducted an electronic teller transaction within 2 weeks or less of the surveying date?	n/a	100%
b) How frequently did you survey? (daily or continuous = 250, weekly = 52, monthly = 12, annually = 1)	n/a	250.0

Your Service Score for Mail/Fax was 68. This was slightly above the peer average of 65.



Breakdown of your Mail/Fax Service Score

Components	Weight	Score out of 100	
		You	Peer Avg
A. Mail/Fax	100%	68	65

The methodology and data used to determine your scores for each of the components above are described in detail on the following pages.

A. Mail/Fax

100% of the Mail/Fax Service Score

	You	Peer Avg
1. Service Score for Mail/Fax	68	65

2. Calculation of your Mail/Fax Score

68 = + 33.3 if registration renewals are mailed to customers within 1 day of receipt, otherwise 33.3 - 2 X # of days [You: 7 days]

+ 33.3 if license renewals are mailed to customers within 1 day of receipt, otherwise 33.3 - 2 X # of days [You: 6 days]

+ 33.3 if motor vehicle records are mailed to customers within 1 day of receipt, otherwise 33.3 - 2 X # of days [You: 3 days]

(Each part is subject to a minimum score of 10)

Interpreting the Scoring Formula

- Customers expect and want final documents to arrive on a timely basis. When documents are late they risk having expired documents. They also worry that the transaction may have been lost or not done correctly.
- Higher weights were given to higher volume transactions.

3. Data used to determine the Mail/Fax Score

	You	Peer Avg
Q100 How long on average, in days, does it take from the time you received a mailed/faxed (include emailed as well if the emailed document requires you to input the transaction as well) request, until the time the permanent documents/abstracts are mailed to the customer?		
a) Registration renewals	7 days	7 days
b) License renewals	6 days	8 days
c) Motor Vehicle Records	3 days	7 days

TRANSACTION VOLUMES

This section:

- Shows where you are doing more, and where you are doing fewer, transactions than your peers.
- Helps you understand how Rules & Regulations cause differences in transaction volumes.
- Helps you understand why your Activity Benchmark Cost (see Section 4) is above or below the average of your peers. Higher volumes of transactions, particularly of high cost transactions, result in higher costs.

If any of your data in this section is marked with () or a (^), it is a default that has been assigned because your data was unknown or missing, respectively.*

Where are you doing more/fewer transactions?

The table below summarizes by Activity where you are doing more or fewer transactions than your peers. For example, for Activity 1 - Driver Licensing, you are doing 590 driver licensing transactions (such as issuing licenses, etc) per 1,000 licensed drivers. This was above the peer average of 551 transactions.

These totals should be interpreted with caution because in this section no adjustment has been made for the fact that some transaction types are costlier than others (i.e., a driver road test and a license renewal are both counted as a single transaction for driver licensing).

Total Transactions per 1000 Units of Activity Volume					
Activity	Activity Volume	Activity Transaction Types	Transactions per 1000 Units of Activity Volume		
			You	Peer Average	More/ (Less)
1 - Driver Licensing	Licensed Driver	New/Renewal/Replacement Licenses/Ids, Driver Road Tests, Driver Written Tests, Address Changes, Medical Reports Reviewed, Fraud Investigations, Unpaid Moving Violations Processed.	590	551	40
2 - Titling & Registration	Registered Vehicle	New/Renewal/Replacement Titles/Registrations/Special Permits And Tags, Fraud Investigations, Audits Re: 3Rd Party Titling.	1,652	1,428	224
3 - Issuing Records	Licensed Driver	Driver, Vehicle And Accidents Records Issued, Audits Re: Access To Records.	236	1,038	(802)
4 - Business Licensing & Regulation	Licensed Business	Regulating And Licensing Businesses, Salespersons And Dealer Vehicles Including Commercial Driving Schools, Audits, Inspections, Investigations, Hearings.	9,437	5,042	4,395
5 - Motor Carrier Services	Motor Carrier Vehicle	Issuance, Renewals Of Motor Carrier Operators, Irp Registration, Permits, Etc recording Violations, Suspensions.	481	1,382	(901)
6 - Weigh Stations	Vehicle Weighed	Weight And Size Screening, Inspection For Safety, Review Of Credential Requirements, Out-Of-Service Designations.	0	228	(228)
7 - Education Programs	Licensed Driver	Driver Education Sessions, Instructional Hours, Enrollment, Education And Safety Grant Applications, Education And Safety Grants Awarded.	392	45	347
8 - Driver Monitoring	Licensed Driver	License Suspections, Revocations, Cancellations, Reinstatements. Restricted Licenses. Hearings. Convictions/Clearances/Affidavits. Accident Reports Processed.	472	400	71
9 - Insurance Monitoring	Registered Vehicle	New Policies And Terminations Processed. Vehicle Registration Suspensions Processed. Sr22/Sr26/Fr19 Or Other Proof Of Insurance Forms Processed.	68	403	(335)
10 - Contact Center	Licensed Driver	Customer Service Rep Calls, Self-Serve Calls, Email, Letters.	116	468	(353)

Where are you doing more/fewer Driver Licensing transactions?

Driver Licensing Transactions per 1000 Licensed Drivers							
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Drivers					
	You # in 000s	You	Avg	Peer Max	Peer Med	Peer Min	#
Q8 <u>Non-commercial Licenses. Include all types including motorcycle, etc.</u>							
a) Private driver road tests, including re-examinations (000s)	425.2	27.0	35.9	56.3	32.9	17.0	9
b) Private driver written knowledge tests (000s)	1,225.7	77.9	90.3	152.1	80.7	65.4	9
c) Private driver new/original licenses issued (000s)	790.3	50.3	73.0	188.2	50.3	32.8	9
d) Private driver renewal and replacement licenses issued (000s)	4,242.7	269.8	197.8	269.8	204.8	70.9	9
Q9 <u>Commercial Drivers Licenses (CDL)</u>							
a) Commercial driver road tests (000s)	58.0	3.7	3.4	11.3	2.8	0.0	9
b) Commercial driver written knowledge tests, including any specialized CDL endorsement tests (000s)	430.6	27.4	19.4	34.1	24.8	0.0	9
c) Commercial driver new/original licenses (CDL) issued including supplementals and endorsements (000s)	43.1	2.7	5.3	12.7	4.8	0.8	9
d) Commercial driver renewal and replacement CDL licenses issued (000s)	194.9	12.4	10.1	14.4	9.5	2.3	9
Q10 Identification Cards - new, renewals and replacement (000s)	988.2	62.8	51.2	96.5	42.7	35.0	9
Q11 Address changes where you update records but do not issue a replacement license or ID. Some systems always issue a replacement license (or ID) when an address changes. These replacement volumes belong in question 8d, 9d and 10 above and not here. (000s)	789.1	50.2	68.0	171.4	56.9	0.0	9
Total Customer Transactions	9,187.6	584.2	541.9	768.9	557.5	403.8	9
Q12 <u>Other Licensing Activity Volumes</u>							
a) Total number of cases/investigations into possible fraud for driver licensing or ID cards?	4.0	0.3	0.2	0.3	0.1	0.0	9
b) Of the above cases how many resulted in suspensions/ revocations/withholding/confiscations of license/ID cards?	2.7	0.2	0.1	0.2	0.1	0.0	9
c) Medical reports reviewed (include those reviewed as part of renewal process, new issuance, and when driver's ability to continue to have license is in question) ? Include all types including vision testing by ophthalmologist, etc.	92.2	5.9	3.2	6.0	3.9	0.0	9
d) Of your above licensing volume (Q8 & Q9), how many included payment of unpaid moving violations that you processed?	0.0	0.0	5.5	25.0	0.0	0.0	9
Total	9,286.5	590.5	550.8	774.4	558.8	404.8	9

Rules & Regulations that Impact Driver Licensing Transaction Volumes.

Rules & Regulations that Impact Driver Licensing Transaction Volumes							
Rule	You	Peers					Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min	#	
Q103 What is your renewal period, in years, for licenses? Or if you permit a choice of multiple renewal periods, what is the most commonly chosen renewal period?							
Non CDL	6.0	6.1	10.0	5.0	5.0	9	Minimal
CDL	6.0	5.3	8.0	5.0	4.0	9	Decreases
ID Cards	1.0	4.9	8.0	5.0	1.0	8	Increases
Q104 What is the maximum length of time, in years, before a new picture is required when you issue a renewal license?							
Non CDL	18.0	14.7	45.0	10.0	6.0	9	Decreases
CDL	18.0	8.3	18.0	5.0	4.0	9	Decreases
ID Cards	n/a	8.3	10.0	10.0	4.0	7	
Q107 Do you require 'mature' drivers that reach a certain age to:							
a) Take a Drivers' Written Knowledge Test	no	22%yes				9	Decreases
b) Take a Drivers' Road Test	no	11%yes				9	Decreases
c) Obtain medical clearance	yes	22%yes				9	Increases
Q110 Do you require regular medical examination for CDL drivers ? [response is every # years]							
	no	89%yes				9	No impact
a) If yes, how frequently, in years, must CDL drivers get medical clearance? [response is every # years]	n/a	1.9	2.0	2.0	1.0	8	
Q112 Are drivers required to notify you of an address change?							
b) Does an address change generally result in a new license being sent, an updating of your records only, or something sent to the customer that indicates that the address has changed (such as a sticker or address change card)?	yes	100%yes				9	No impact
	new license	44.4%new	11.1%updates	44.4%stickers		9	Increases

Where are you doing more/fewer Titling & Registration transactions?

Titling & Registration Transactions per 1000 Registered Vehicles							
Transaction questions from the survey	Transactions	Volumes per 1,000 Registered Vehicles					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q13 Non-commercial vehicles & vessels							
a) Non-commercial titles issued (all)	7,252.0	353	283	353	294	210	9
b) New/original or transferred non-commercial registrations	7,247.0	353	200	353	206	87	9
c) Renewal and replacement non-commercial registrations	15,939.0	775	645	1,004	659	367	9
d) Plate or Tag Returns non-commercial registrations	369.0	18	70	196	76	0	9
Q14 Commercial vehicles & vessels							
a) Commercial titles issued (all)	65.0	3	32	114	16	0	9
b) New/original or transferred commercial registrations	36.0	2	21	106	16	0	9
c) Renewal and replacement commercial registrations	155.0	8	48	179	42	0	9
Q15 Permits and special tags/ plates							
a) Temporary tags/plates	2,104.0	102	60	124	75	0	9
b) Custom/Vanity plates/tags, i.e. Plates where the customers design their own alphanumeric and you need to ensure that the alphanumeric have not been used already.	119.0	6	20	149	3	0	9
c) Disabled parking placard/permit/plate	465.0	23	29	60	23	12	9
d) Permits. For example trip permits which enable vehicles to travel within the jurisdiction for a short time without being registered, parking permits such as Sno-Park permits in Oregon, etc. Exclude all motor carrier permits.	0.0	0	11	82	0	0	9
Total Customer Transactions	33,751.0	1,642	1,413	1,659	1,505	923	9
Other volumes							
Q16 Investigations into possible vehicle and vessel registration and/or titling fraud?	0.651	0	0	0	0	0	9
Q17 How many reviews or audits of Dealers or Third Parties that can process titling/registration activities did you perform last year?	7.318	0	0	1	0	0	9
Q18 Of your titling/registration volume, how many are for salvage/junk or non repairable vehicles? (in 000's)	194.000	9	10	18	9	0	9
Q19 Of your total registrations above (Q13 & Q14), how many included payment of unpaid traffic and parking violations that you processed? (in 000's)	8.000	0	4	40	0	0	9
Total *	33,961.0	1,652	1,428	1,663	1,524	933	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Rules & Regulations that Impact Titling & Registration Transaction Volumes.

Rules & Regulations that Impact Titling & Registration Transaction Volumes							
Rule	You	Peers				#	Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min		
Q119 Indicate if your organization registers (titling or tags/plates/decals) the following:							
a) Non-commercial vehicles?	yes	89%yes				9	Increases
b) Commercial vehicles?	yes	78%yes				9	Increases
c) Off highway vehicles such as snowmobiles, or All Terrain Vehicles, etc.	yes	78%yes				9	Increases
d) Watercraft & vessels	yes	33%yes				9	Increases
e) Trailers?	yes	89%yes				9	Increases
Q120 c) Approximately what percentage of total vehicle and vessel registrations are done through the county or local municipalities and not through you?	99%	50%	99%	50%	0%	2	Decreases
Q121 What is your registration renewal period, in years, for each of the vehicles and vessels listed below? Or if you permit a choice of multiple renewal periods, what is your most commonly chosen renewal period?							
a) Private vehicles?	1	1.6	2.0	2.0	1.0	8	Increases
b) Commercial vehicles?	1	1.3	2.0	1.0	1.0	7	Increases
c) Off highway vehicles such as snowmobiles, or All Terrain Vehicles, etc.	n/a	1.0	2.0	1.0	0.0	3	
d) Watercraft & vessels?	1	0.9	1.0	1.0	0.0	9	Slightly Decreases
e) Trailers?	1	1.9	2.0	2.0	1.0	8	Increases
Q122 What is your renewal period for permanent disability parking placards?	4	1,254.	9,999.0	5.0	2.0	8	Increases
Q123 When an owner sells a vehicle, does the license plate or tag most commonly stay with the vehicle or the former owner? For example, in Oregon it stays with the vehicle. Therefore, if the registration is valid there is only a 'title' transfer.	owner	25%vehicle				8	Increases

Where are you doing more/fewer Issuing Records transactions?

Issuing Records Transactions per 1000 Licensed Drivers							
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Drivers					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q20 <u>Types of Records Issued</u>							
a) Driver Records issued - all channels except Third Party Computer Readable	1,453.0	92.4	857	3,621	558	1	9
b) Vehicle (tag & title) Records issued - all channels except Third Party Computer Readable	1,979.0	125.8	176	1,340	15	0	9
c) Accident Records issued - all channels except Third Party Computer Readable	264.0	16.8	5	19	2	0	9
Total Customer Transactions	3,696.0	235.0	1,037	3,621	558	1	9
Q21 How many electronic access points to your vehicle and driver records have you provided to other organizations or businesses? For example, California permits insurance companies to have electronic access to their records to aid in investigation of claims, provided that they adhere to state laws and regulations concerning access to those records. If 6 locations of 1 organization have electronic access, then this counts as 6 access points. (000s)	19.409	1.234	0.62	2.03	0.14	0.00	9
Q22 How many reviews or audits of compliance with your state laws and regulations concerning electronic access to your records did you conduct last year? Count by access points as above. (000s)	0.000	0.000	0.01	0.12	0.00	0.00	9
Total *	3,715.4	235.0	1,037	3,621	558	1	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Issuing Records Third Party Computer Readable Transactions

Issuing Records Transactions per 1000 Licensed Drivers- Third Party Computer Readable Only							
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Drivers					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q20 a) Driver Records issued Third Party Computer Readable	19,307.0	1,228	1,421	6,115	0	0	9
b) Vehicle (tag & title) Records issued Third Party Computer Readable	0.0*	0	2,298	20,679	0	0	9
c) Accident Records issued Third Party Computer Readable	0.0*	0	0	0	0	0	9
Total Customer Transactions	19,307.0	1,228	3,719	26,793	1	0	9

For Issuing Records, transaction volumes through Third Party Computer Readable Delivery Channel have been excluded. The transactions through this delivery channel are usually very high and different in nature so that the per transaction count is not required.

Rules & Regulations that Impact Issuing Records Transaction Volumes.

Rules & Regulations that Impact Issuing Records Transaction Volumes						
Rule	You	Avg	Peers Max	Med	Min	# Volume Impact (You vs Peer Avg)
Q133 Are the following agencies or groups entitled to receive driver or vehicle/vessel record information without the consent of the subject driver or vehicle owner?						
a) Insurance companies?	yes	100%yes				9 No impact
b) Law enforcement?	yes	100%yes				9 No impact
c) Other government entities?	yes	89%yes				9 Increases
d) Rental car companies?	yes	56%yes				9 Increases
e) Employers where the employee or potential employee holds a CDL?	yes	88%yes				8 Increases
f) Others (describe all others below)	yes	100%yes				5 No impact
Customers must meet DPPA criteria						
Q134 Do you provide vehicle record information (excluding personal information) to individuals other than the registered owner (for example, for prospective purchasers)?	yes	89%yes				9 Increases
Q135 Do you provide electronic access (including computer readable, file download, real time on line access, etc) to your records to certain organizations for their convenience? For example, California provides electronic access to insurance companies in order to facilitate						
a) Insurance companies ?	yes	100%yes				9 No impact
b) Law enforcement?	yes	100%yes				9 No impact
c) Other government entities?	yes	100%yes				9 No impact
d) Rental car companies ?	yes	56%yes				9 Increases
e) Employers where the employee or potential employee holds a CDL?	yes	50%yes				8 Increases
f) Others (describe all others below)	yes	86%yes				7 Increases
Through authorized vendors if they meet						

Where are you doing more/fewer Business Licensing & Regulation transactions?

Business Licensing & Regulation Transactions per 1000 Licensed Businesses							
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Businesses					
	You	You	Avg	Max	Peer Med	Min	#
Q23 <u>Business Licenses (all including dealers, manufacturers, driving schools, etc.)</u>							
a) New /original registrations	1,683.0	119.9	132	236	133	0	9
b) Renewal and replacement registrations	13,198.0	940.6	622	1,312	544	0	9
Q24 <u>Salesperson & Instructor licenses</u>							
a) New /original registrations	0.0	0.0	474	2,119	22	0	9
b) Renewal and replacement registrations	498.0	35.5	782	3,929	50	0	9
Q25 <u>Dealer license tags/ plates</u>							
a) New / original issuance	17,606.0	1,254.8	1,157	5,291	733	0	9
b) Renewal and replacement registrations	88,615.0	6,315.7	1,839	6,316	438	0	9
Total Customer Transactions	121,599.0	8,666	4,418	10,862	4,187	0	9
<u>Other Volume measures:</u>							
Q26 Total number of Complaints re:							
a) Businesses that you license?	4,954.0	353.1	286	700	257	0	9
b) Individuals that you license? (such as driving instructors)	0.0	0.0	6	33	0	0	9
Q27 Total number of investigations:							
a) Businesses that you license?	4,918.0	350.5	276	535	323	0	9
b) Individuals that you license? (such as driving instructors)	0.0	0.0	3	9	0	0	9
Q28 Total number of investigations that resulted in:							
a) Suspended/revoked/withheld business license?	49.0	3.5	3	8	3	0	9
b) Suspended/revoked/withheld individual license?	0*	0.0	5	31	0	0	9
c) Fines?	78.0	5.6	6	24	5	0	9
d) Other sanctions that you track? (describe)	791.0	56.4	17	82	0	0	9
Q29 Hearings related to the businesses (for e.g., dealers, distributors, etc.), or salesperson or instructors that you license	21.0	1.5	22	146	4	0	9
Total *	132,410.0	9,437	5,042	12,098	4,685	0	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Rules & Regulations that Impact Business Licensing & Regulation Transaction Volumes.

Rules & Regulations that Impact Business Licensing & Regulation Transaction Volumes							
Rule	You	Peers				#	Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min		
Q137 What is your average or most common renewal period, in years, for business licenses? (The types of businesses identified in Q136.1) If you have multiple renewal periods, what is your:	1	2.0	4	2	1	8	Increase
a) Minimum renewal period in years?	n/a	1.6	4	1	1	5	
b) Maximum renewal period in years?	n/a	2.6	4	2	2	5	
Q138 What is your average or most typical renewal period, in years, for individuals that you license? (The types of individuals are identified in Q136.1 above.) If you have multiple renewal periods, what is your:	1	1.8	4	1	1	8	Increase
a) Minimum renewal period in years?	4	2.2	4	1	1	5	Decrease
b) Maximum renewal period in years?	6	3.2	6	3	1	5	Decrease

Where are you doing more/fewer Motor Carrier Services transactions?

Motor Carrier Services Transactions per 1000 Motor Carrier Vehicles							
Transaction questions from the survey	Transactions	Volumes per 1,000 Motor Carrier Vehicles					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q30 <u>International Registration Plan (IRP) Volumes in 000s</u>							
a) New /original and supplemental	18.0	138.5	120	487	29	0	9
b) Renewal and replacement	36.0	276.9	215	838	75	0	9
Q31 <u>Single State Registration System (SSRS) in 000s</u>							
a) New /original & supplemental SSRS permits	0.0	0.0	123	1,108	0	0	9
b) Renewal & replacement SSRS permits	0.0	0.0	3	27	0	0	9
Q32 <u>Intra-state commercial vehicle operator permit in 000s</u>							
a) New /original & supplemental operator permits	0.0	0.0	13	61	0	0	9
b) Renewal & replacement operator permits	0.0	0.0	14	113	0	0	9
Q33 <u>Oversize or overweight permits in 000s. These are permits that allow the motor carrier to exceed their size limit for a certain trip, a certain time period, certain route, etc. Sometimes they are called hauling and superload permits.</u>	0.0	0.0	779	3,727	0	0	9
Q34 <u>Motor carrier trip permits for travel within your jurisdiction for a short time without being registered in 000s. Do not include non-motor carrier trip permits. These are asked for separately in question 15d.</u>	8.1	62.3	100	379	13	0	9
Total Customer Transactions	62.1	477.7	1,368	5,924	382	0	9
Q35 <u>Audit or review of motor carrier operators to ensure compliance with requirements of their programs (such as IRP)</u>	0.4	3.2	10	83	1	0	9
Q36 a) <u>Suspensions, revocations, refusals to issue & cancellations of motor carrier operator permit (inter & intra) for all reasons</u>	0.0	0.0	1	12	0	0	9
b) <u>Suspensions of motor carrier vehicles for all reasons including non compliance with IRP requirements</u>	0.0	0.0	2	16	0	0	9
Total *	62.5	480.9	1,382	6,025	399	0	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Where are you doing more/fewer Weigh Stations transactions?

Weigh Stations Transactions per 1000 Vehicles Weighed						
Transaction questions from the survey	Transactions	Volumes per 1,000 Vehicles Weighed				
	You # in 000s	You	Avg	Peer Max	Med	Min #
Q37 What were your total volumes, in 000s, of trucks:						
a) Screened for weight and size dimensions	0.0*	0.0	222	1,000	0	0 9
b) Inspected for safety	0.0*	0.0	4	22	0	0 9
c) Reviewed for compliance of credential requirements (such as logbook)	0.0*	0.0	1	10	0	0 9
d) Given an 'out of service' designation per CVSA (Commercial Vehicle Safety Alliance) as a result of safety violations	0.0*	0.0	1	6	0	0 9
Total *	0.0	0.0	228	1,028	0	0 9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Rules & Regulations that Impact Weigh Stations Transaction Volumes.

Rules & Regulations that Impact Weigh Stations Transaction Volumes						
Rule	You	Peers				Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min	#
Q147 Do you issue the following? If they are issued by another organization such as Law Enforcement agencies and you are merely updating your records, then your answer should be no.						
a) Overweight citations	no	17%yes				6
b) Oversize citations	no	17%yes				6
c) Safety violations	no	17%yes				6

Where are you doing more/fewer Education Programs transactions?

Education Programs Transactions per 1000 Licensed Drivers						
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Drivers				
	You	You	Avg	Peer Max	Peer Med	Peer Min #
Q38 What were your total volumes, in 000s, of:						
a) Driver education and other education sessions (including auto theft prevention) you offered?	69,929.0	4.4	1	4	0	0 9
b) How many total instructional hours?	5,047,476.0	320.9	36	321	0	0 9
c) Total number of people enrolled in the courses?	1,050,303.0	66.8	9	67	0	0 9
d) Grants for education, safety programs, etc. you applied for? (000s)	2.0	0.0	0	0	0	0 9
e) Grants awarded? (000s)	2.0	0.0	0	0	0	0 9
Total *	6,167,712.0	392.2	45	392	0	0 9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Where are you doing more/fewer Driver Monitoring transactions?

Driver Monitoring Transactions per 1000 Licensed Drivers							
Transaction questions from the survey	Transactions	Volumes per 1,000 Licensed Drivers					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q39 What were your total volumes, in 000s, of:							
a) License suspensions, revocations & cancellations (administrative as well as by the courts)? If the same driver gets suspended more than once, count each suspension.	1,841.5	117.1	80	152	59	40	9
b) License reinstatements?	1,369.4	87.1	72	318	37	1	9
c) Restricted or hardship licenses?	277.1	17.6	35	174	11	0	9
d) Hearings conducted (hardship, probationary, etc.)?	38.8	2.5	2	7	2	0	9
e) Convictions/Clearances/Affidavits including failure to appear, failure to pay, failure to collect, etc. posted to driver records ?	3,608.4	229.4	188	450	167	0	9
f) Accident reports processed?	281.0	17.9	24	66	18	0	9
Total *	7,416.2	471.6	400	679	472	72	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Rules & Regulations that Impact Driver Monitoring Transaction Volumes.

Rules & Regulations that Impact Driver Monitoring Transaction Volumes							
Rule	You	Peers				#	Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min		
Q158 Do you suspend (i.e., not just withhold) a driver's license for:							
a) Accumulation of traffic violations (i.e., demerit points)?	yes	100%yes				9	No impact
b) Driving Under Influence (DUI)	yes	100%yes				9	No impact
c) Accumulation of unpaid traffic violation tickets and fines?	yes	100%yes				9	No impact
d) Non-payment of legal remedies (e.g., failure to pay child support or comply with subpoena)?	yes	100%yes				9	No impact
e) Other reasons (describe below):	yes	100%yes				6	No impact
Q159 How long is the most-common duration of first-time suspensions, in months, for:							
a) Accumulation of traffic violations (i.e., demerit points)?	1	3.9	12	2	1	8	Increase
b) Driving Under Influence (DUI)	6	7.7	12	6	3	9	Increase
Q160 From how many jurisdictions, excluding your own, do you obtain and record traffic violations?	116	91.4	354	50	45	9	Increase
a) Is this sharing of information electronic?	yes	67%yes				9	Increase
Q161 If a driver's license is close-to-suspension, do you:							
a) Issue a warning letter?	yes	100%yes				9	No impact
b) Require them to come in for a hearing?	no	33%yes				9	Decrease
Q162 If a driver's regular license is suspended, are 'restricted' licenses or 'hardship' licenses available? An example of a hardship license is one that only permits driving to and from work.	yes	100%yes				9	No impact
If yes:							
a) Upon request without requiring a hearing?	no	33%yes				9	Increase
b) Subject to approval at an administrative hearing?	yes	56%yes				9	Increase
c) Other? (describe below)	n/a	75%yes				4	

Rules & Regulations that Impact Driver Monitoring Transaction Volumes. continued

Rules & Regulations that Impact Driver Monitoring Transaction Volumes						
Rule	You	Peers				Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min #	
Q164 If a driver's regular license is suspended, do you require attendance at an administrative hearing prior to reinstating	yes for subset	0.2%yes			9	
Q165 Are doctors required to notify you if their patients health should prevent them from operating a motor vehicle?	no	33%yes			9	Decrease
Q169 Do you have a process whereby concerned citizens can request an individual's driving privilege be reviewed?	yes	78%yes			9	Increase
Q170 Are drivers required to directly file accident reports with you? If you only get accident reports indirectly through the police or another agency, your answer should be no.	yes	33%yes			9	Increase

Where are you doing more/fewer Insurance Monitoring transactions?

Insurance Monitoring Transactions per 1000 Registered Vehicles							
Transaction questions from the survey	Transactions	Volumes per 1,000 Registered Vehicles					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q40 What were your total volumes, in 000s, of:							
c) Vehicle registration or Driver License Suspension Notices processed (for non compliance with insurance requirements)	489.6	23.8	31	96	24	0	9
d) Lapse of Insurance Coverage suspension either to Driver or Vehicle processed [a notification to the customer of a suspected lapse in insurance coverage. If the customer does not respond with new insurance information within the time allotted, then a suspension is usually processed - see a) above]	714.5	34.8	326	2,642	35	1	9
e) SR22 and/or SR26 and/or FR19 or other types of proof of insurance forms processed. [These are generally hardcopy forms]	196.0	9.5	46	127	26	0	9
Total *	1,400.1	68.1	403	2,642	110	20	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

Rules & Regulations that Impact Insurance Monitoring Transaction Volumes.

Rules & Regulations that Impact Insurance Monitoring Transaction Volumes							
Rule	You	Peers					Volume Impact (You vs Peer Avg)
		Avg	Max	Med	Min	#	
Q169 Do you have a process whereby concerned citizens can request an individual's driving privilege be reviewed?	yes	78%yes				9	Increase
Q172 Are insurance companies required by law to provide you with notice of insurance policy cancellations?	yes	100%yes				9	No impact
Q174 Do you require drivers that have had their license/registration suspended for not having appropriate insurance, to file a Financial Responsibility Insurance Certificate (for e.g., SR22) or any other type of form?	yes	78%yes				9	Increase
a) How long does this requirement last (e.g., some jurisdictions require that an SR22 be filed every year for 3 years)?	3	2.9	4	3	1	7	Minimal
Q177 Do you verify insurance coverage of vehicle registrations?	yes	100%yes				9	No impact

Where are you doing more/fewer Contact Center transactions?

Contact Center Transactions per 1000 Calls, emails and Letters							
Transaction questions from the survey	Transactions	Volumes per 1,000 Calls, emails and Letters					
	You # in 000s	You	Avg	Peer Max	Med	Min	#
Q186 a) Caller gets through to a knowledgeable person	875.0	55.6	245	623	224	41	9
b) Receptionist takes a message	n/a	0.0	0	0	0	0	9
c) Voice mail takes a message during business hours	n/a	0.0	0	2	0	0	9
d) Callers' needs satisfied by self serve options on your automated customer service line	441.0*	28.0	104	247	71	0	9
e) Caller hangs-up while in queue or on hold or in menu	105.0	6.7	44	106	47	0	9
f) System hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	0.0	0	0	0	0	9
g) Busy signal (or message to call back later, or caller is bounced back to the main menu) after navigating an automated attendant menu?	n/a	0.0	0	0	0	0	9
h) Busy signal, never enters the system?	262.0	16.7	38	260	15	0	9
i) Caller gets pre-recorded 'call another time' message during business hours (prior to navigating an automated attendant menu)?	n/a	0.0	0	0	0	0	9
j) Call rings unanswered during business hours?	n/a	0.0	0	0	0	0	9
Total Calls during Business Hours	1,683.0	107.0	432	801	386	107	9
Q41 What were your total volumes in 000s of:							
a) Email enquiries from customers?	69.5	4.4	8	21	6	0	9
b) Written/fax correspondence general enquiries from customers?	64.0	4.1	28	220	2	0	9
Total *	1,816.5	115.5	468	834	499	107	9

* This total should be interpreted with caution, because unlike the benchmark cost in Section 4, no adjustment has been made to reflect the fact that some transaction types are costlier than others.

DELIVERY CHANNELS

This section:

- Compares transaction volumes by Delivery Channel for Activities 1 - 5.
- Calculates and compares your cost per transaction by delivery channel for Activities 1 - 5.

If any of your data in this section is marked with () or a (^), it is a default that has been assigned because your data was unknown or missing, respectively.*

Delivery Channel Usage: Field Office versus Low Cost Alternatives

The table below summarizes your proportion of customer transactions at Field Offices versus through self-serve and other low cost alternatives. Low Cost delivery channels are defined as Licensed Agents/Delegates, the Web, Telephone, Mail/Email, E-tellers and Third-Party Computer Readable. Detailed transaction volumes by type for each activity and delivery channel are found in this section.

Customer Transactions at Field Office versus Low Cost Delivery Channels as a % of Total Activity Transactions														
Activity	<u>You - 2007</u> % Low Cost							<u>Peer Average</u> % Low Cost						
	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
1 - Driver Licensing	56%	18%	0%	21%	0%	4%	0%	84%	2%	0%	7%	0%	7%	0%
2 - Titling & Registration	12%	72%	0%	5%	0%	7%	3%	48%	27%	0%	4%	0%	16%	4%
3 - Issuing Records	7%	0%	0%	0%	0%	93%	n/a	26%	10%	5%	20%	0%	39%	n/a
4 - Business Licensing & Regulation	11%	87%	0%	0%	0%	1%	0%	28%	12%	0%	0%	0%	49%	12%
5 - Motor Carrier Services	92%	8%	0%	0%	0%	0%	0%	47%	7%	6%	3%	0%	22%	15%
Activity 6 - 12 not applicable														
Total Transactions for Activity 1-5	20%	80%						44%	56%					

Delivery Channel Usage: Field Office versus Low Cost Alternatives Historic Comparison

The table below summarizes your proportion of customer transactions at Field Offices versus through self-serve and other low cost alternatives. Low Cost delivery channels are defined as Licensed Agents/Delegates, the Web, Telephone, Mail/Email, E-tellers and Third-Party Computer Readable. Detailed transaction volumes by type for each activity and delivery channel are found in this section.

Customer Transactions at Field Office versus Low Cost Delivery Channels as a % of Total Activity Transactions														
Activity	You - 2007 % Low Cost							You - 2006 % Low Cost						
	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
1 - Driver Licensing	56%	18%	0%	21%	0%	4%	0%	54%	15%	1%	25%	0%	5%	0%
2 - Titling & Registration	12%	72%	0%	5%	0%	7%	3%	0%	84%	0%	4%	0%	7%	4%
3 - Issuing Records	7%	0%	0%	0%	0%	93%	n/a	2%	98%	0%	0%	0%	0%	n/a
4 - Business Licensing & Regulation	11%	87%	0%	0%	0%	1%	0%	9%	90%	0%	0%	0%	1%	0%
5 - Motor Carrier Services	92%	8%	0%	0%	0%	0%	0%	55%	2%	0%	0%	0%	44%	0%
Activity 6 - 12 not applicable														
Total Transactions for Activity 1-5	20%	80%						11%	89%					

Driver Licensing - Field Office versus Low Cost Delivery Channels

Driver Licensing - Field Office versus Low Cost Delivery Channels														
	<u>You</u>							<u>Peer Average</u>						
		% Low Cost							% Low Cost					
	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
Driver Licensing Customer Transactions														
Q8 Number of non-commercial license:														
a) Private driver road tests, including re-examinations (000s)	85%	15%						98%	2%					
b) Private driver written knowledge tests (000s)	77%	21%		2%				97%	3%		0%			
c) Private driver new/original licenses issued (000s)	76%	24%						93%	3%					
d) Private driver renewal and replacement licenses issued (000s)	48%	17%	25%	1%	0%	9%	0%	79%	2%	10%	0%	0%	8%	0%
Q9 Number of commercial driver license (CDL):														
a) Commercial driver road tests (000s)	32%	68%						78%	22%					
b) Commercial driver written knowledge tests, including any specialized CDL endorsement tests	79%	21%						97%	3%					
c) Commercial driver new/original licenses (CDL) issued including supplementals and endorsements (000s)	77%	22%						97%	2%					
d) Commerical driver renewal and replacement CDL licenses issued (000s)	76%	24%	0%	0%	0%	0%	0%	97%	3%	0%	0%	0%	0%	0%
Q10 Identification Cards - new, renewals and replacement (000s)	73%	22%	0%	6%	0%	0%	0%	97%	2%	0%	1%	0%	0%	0%
Q11 Number of address changes where you update records but do not issue a replacement license or ID.	0%	0%	0%	100%	0%	0%	0%	25%	0%	1%	27%	0%	21%	0%
% of Total Customer Transactions	56%	18%	0%	21%	0%	4%	0%	84%	2%	0%	7%	0%	7%	0%
Customer Transactions: Field Office vs Low Cost as % of Total	56%	44%						84%	16%					

Cost per Driver Licensing Transaction by Delivery Channel

Calculation of your Cost Per Transaction for Driver Licensing								
Delivery Channel	<u>You</u>			<u>Peer</u>				
	Total Cost in \$000s (A)	# of Transactions in 000s (B)	Cost per Transaction (A ÷ B)	Avg	Max	Median	Min	#
Customer transactions:								
Field Offices	\$78,907	5,185	\$15.22	\$11.68	\$18.14	\$14.07	\$0.00	9
Licensed Agents	\$6,302	1,652	\$3.82	\$29.79	\$83.36	\$17.91	\$0.00	4
Telephone Transactions	\$0	44	\$0.00	\$15.82	\$32.14	\$15.30	\$0.00	3
Web	\$638	1,942	\$0.33	\$1.88	\$8.07	\$0.00	\$0.00	8
E-tellers	\$0	0.0	n/a	\$57.52	\$57.52	\$57.52	\$57.52	1
Mail or Fax	\$100	365	\$0.27	\$216.88	\$1,665.28	\$5.53	\$0.27	8
Third Party - Computer	\$0	0	n/a	n/a	n/a	n/a	n/a	0
Non-customer transactions		99						
Total	\$85,947	9,287	\$9.26	\$14.80	\$37.15	\$12.76	\$4.34	9

This table is helpful for understanding the relative cost of doing transactions through different distribution channels. But care must be used in interpreting results because:

- Many of the peers have outstanding data issues that pertain to this table. Results are expected to change in your final report after we get better data.
- The best most valid data to use for comparisons is peer median data, where a high number of peers have provided data. Data validity increases with the number of peers providing data. Medians are best because averages, maximums and minimums may be distorted by 'outlier data' that reflects unique circumstances. For example, an unusually high eteller cost might reflect high start-up costs of introducing etellers divided by low start-up volumes.
- No adjustment is made to reflect that certain transactions are more costly than others (i.e., a driver road test and a license renewal are both counted as a single transaction).

Driver Licensing customer transactions are: new/renewal/replacement licenses/IDs, driver road tests, driver written tests, address changes. Non-customer transactions are: medical reports reviewed, fraud investigations, unpaid moving violations processed.

Titling & Registration - Field Office versus Low Cost Channels

Titling & Registration Field Office versus Low Cost Delivery Channels														
Titling & Registration Customer Transactions	Field Office	<u>You</u> % Low Cost						Field Office	<u>Peer Average</u> % Low Cost					
		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
Q13 Number of Non-commercial vehicles & vessels														
a) Non-commercial titles issued (all)	12%	79%	0%	0%	0%	0%	8%	70%	20%	0%	0%	0%	5%	4%
b) New/original or transferred non-commercial registrations	0%	91%	0%	0%	0%	1%	8%	61%	22%	0%	0%	0%	5%	12%
c) Renewal and replacement non-commercial registrations	15%	58%	0%	11%	0%	15%	0%	30%	31%	0%	9%	0%	28%	0%
d) Plate or Tag Returns non-commercial registrations	3%	97%				0%		79%	18%				4%	
Q14 Number of Commercial vehicles & vessels														
a) Commerical titles issued (all)	11%	89%	0%	0%	0%	0%	0%	64%	14%	0%	0%	0%	4%	17%
b) New/original or transferred commerical registrations	0%	100%	0%	0%	0%	0%	0%	60%	15%	0%	0%	0%	1%	25%
c) Renewal and replacement registrations	18%	79%	0%	1%	0%	2%	0%	37%	23%	0%	6%	0%	31%	2%
Q15 Number of Permits and special tags/ plates														
a) Temporary tags/plates	9%	91%	0%	0%	0%	0%	0%	55%	33%	0%	0%	0%	0%	0%
b) Custom/Vanity plates/tags, i.e. Plates where the customers design their own alphanumeric and you need to ensure that the alphanumeric have not been used already.	1%	99%	0%	0%	0%	0%	0%	48%	23%	0%	3%	0%	15%	0%
c) Disabled parking placard/permit/plate	88%	9%	1%	2%	0%	0%	0%	66%	13%	0%	1%	0%	9%	0%
d) Permits. For example trip permits which enable vehicles to travel within the jurisdiction for a short time without being registered, parking permits such as Sno-Park permits in Oregon, etc. Exclude all motor carrier permits.								70%	4%	0%	6%	0%	0%	0%
% of Total Customer Transactions	12%	72%	0%	5%	0%	7%	3%	48%	27%	0%	4%	0%	16%	4%
Customer Transactions: Field Office vs	12%	88%						48%	52%					

Cost per Titling & Registration Transaction by Delivery Channel

Calculation of your Cost Per Transaction for Titling & Registration								
Delivery Channel	<u>You</u>			<u>Peer</u>				
	Total Cost in \$000s (A)	# of Transactions in 000s (B)	Cost per Transaction (A ÷ B)	Avg	Max	Median	Min	#
Customer transactions:								
Field Offices	\$37,353	3,943	\$9.47	\$6.16	\$10.27	\$6.99	\$0.00	9
Licensed Agents	\$82,516	24,245	\$3.40	\$4.19	\$15.29	\$3.40	\$0.00	7
Telephone Transactions	\$0	73	\$0.00	\$6.39	\$13.37	\$6.10	\$0.00	4
Web	\$2,085	1,820	\$1.15	\$1.00	\$3.05	\$0.91	\$0.00	6
E-tellers	\$0	0	n/a	\$2.83	\$4.67	\$2.83	\$0.98	2
Mail or Fax	\$0	2,490	\$0.00	\$6.25	\$26.29	\$2.61	\$0.00	7
Third Party - Computer	\$0	1,180	\$0.00	\$3.81	\$21.36	\$0.00	\$0.00	7
Non-customer transactions		210						
Total	\$121,954	33,961	\$3.59	\$5.28	\$10.77	\$4.49	\$0.00	9

This table is helpful for understanding the relative cost of doing transactions through different distribution channels. But care must be used in interpreting results because:

- Many of the peers have outstanding data issues that pertain to this table. Results are expected to change in your final report after we get better data.
- The best most valid data to use for comparisons is peer median data, where a high number of peers have provided data. Data validity increases with the number of peers providing data. Medians are best because averages, maximums and minimums may be distorted by 'outlier data' that reflects unique circumstances. For example, an unusually high eteller cost might reflect high start-up costs of introducing etellers divided by low start-up volumes.
- No adjustment is made to reflect that certain transactions are more costly than others (i.e., a renewal title and issuing a special tag are both counted as a single transaction).

Titling & Registration customer transactions are: new/renewal/replacement titles/registrations/special permits and tags. Non-customer transactions are: fraud investigations, audits re: 3rd party titling.

Issuing Records - Field Office versus Low Cost Channels

Issuing Records - Field Office versus Low Cost Channels														
	<u>You</u> % Low Cost							<u>Peer Average</u> % Low Cost						
	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party	Field Office	Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
Issuing Records Customer Transactions														
Q20 Number of the following records														
a) Driver Records issued	0%	0%	0%	0%	0%	100%	n/a	26%	10%	4%	20%	0%	40%	n/a
b) Vehicle (tag & title) Records issued	0%	0%	0%	0%	0%	100%	n/a	17%	0%	14%	16%	0%	54%	n/a
c) Accident Records issued	100%	0%	0%	0%	0%	0%	n/a	21%	0%	6%	0%	0%	73%	n/a
% of Total Customer Transactions	7%	0%	0%	0%	0%	93%	n/a	26%	10%	5%	20%	0%	39%	n/a
Customer Transactions: Field Office vs	7%	93%						26%	74%					

Cost per Issuing Records Transaction by Delivery Channel

Calculation of your Cost Per Transaction for Issuing Records								
Delivery Channel	<u>You</u>			<u>Peer</u>				
	Total Cost in \$000s (A)	# of Transactions in 000s (B)	Cost per Transaction (A ÷ B)	Avg	Max	Median	Min	#
Customer transactions:								
Field Offices	\$7,630	264	\$28.90	\$21.39	\$124.72	\$0.89	\$0.00	9
Licensed Agents	\$5,708	0	n/a	\$177.00	\$354.00	\$177.00	\$0.00	2
Telephone Transactions	\$0	0	n/a	\$1.79	\$2.81	\$1.79	\$0.78	2
Web	\$0	0	n/a	\$9.87	\$34.43	\$2.52	\$0.00	4
E-tellers	\$0	0	n/a	\$24.29	\$24.29	\$24.29	\$24.29	1
Mail or Fax	\$0	3,432	\$0.00	\$225.21	\$1,783.75	\$0.39	\$0.00	8
Third Party - Computer	\$0	19,307	\$0.00	\$0.04	\$0.21	\$0.00	\$0.00	5
Non-customer transactions		19						
Total	\$13,337	3,715	\$3.59	\$20.76	\$178.81	\$0.78	\$0.00	9

This table is helpful for understanding the relative cost of doing transactions through different distribution channels. But care must be used in interpreting results because:

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- The best most valid data to use for comparisons is peer median data, where a high number of peers have provided data. Data validity increases with the number of peers providing data. Medians are best because averages, maximums and minimums may be distorted by 'outlier data' that reflects unique circumstances. For example, an unusually high eteller cost might reflect high start-up costs of introducing etellers divided by low start-up volumes.
- No adjustment is made to reflect that certain transactions are more costly than others (i.e., issuing an accident record and a vehicle record are both counted as a single transaction).

Issuing Records customer transactions are: driver, vehicle and accidents records issued. Non-customer transactions are: audits re: access to records.

Business Licensing & Regulation - Field Office vs. Low Cost Channels

Business Licensing & Regulation - Field Office vs. Low Cost Channels														
Business Licensing & Regulation Customer Transactions	Field Office	<u>You</u> % Low Cost						Field Office	<u>Peer Average</u> % Low Cost					
		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
Q23 Business Licenses (all including dealers, manufacturers, driving schools, etc.)														
a) New /original registrations	96%	0%	0%	0%	0%	4%	0%	31%	0%	0%	0%	0%	56%	13%
b) Renewal and replacement registrations	93%	0%	0%	0%	0%	7%	0%	43%	0%	0%	0%	0%	45%	13%
Q24 Salesperson & Instructor licenses														
a) New /original registrations								29%	0%	0%	0%	0%	57%	14%
b) Renewal and replacement registrations	0%	0%	0%	0%	0%	100%	0%	25%	0%	0%	0%	0%	63%	13%
Q25 Dealer license tags/plates														
a) New /original issuance	0%	100%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	38%	0%
b) Renewal and replacement registrations	0%	100%	0%	0%	0%	0%	0%	33%	17%	0%	0%	0%	50%	0%
% of Total Customer Transactions	11%	87%	0%	0%	0%	1%	0%	28%	12%	0%	0%	0%	49%	12%
Customer Transactions by Type: High Cost vs Low Cost as % of Total	11%	89%						28%	72%					

Cost per Business Licensing & Regulation Transaction by Delivery Channel

Calculation of your Cost Per Transaction for Business Licensing & Regulation								
Delivery Channel	<u>You</u>			<u>Peer</u>				
	Total Cost in \$000s (A)	# of Transactions in 000s (B)	Cost per Transaction (A ÷ B)	Avg	Max	Median	Min	#
Customer transactions:								
Field Offices	\$8,245	13.95	\$590.90	\$49,115.25	\$291,695.01	\$582.33	\$51.15	6
Licensed Agents	\$0	106.12	\$0.00	\$31,818.18	\$63,636.36	\$31,818.18	\$0.00	2
Telephone Transactions	\$0	0.00	n/a	n/a	n/a	n/a	n/a	0
Web	\$0	0.00	n/a	n/a	n/a	n/a	n/a	0
E-tellers	\$0	0.00	n/a	n/a	n/a	n/a	n/a	0
Mail or Fax	\$0	1.53	\$0.00	\$89.72	\$322.03	\$53.36	\$0.00	6
Third Party - Computer	\$0	0.00	n/a	\$0.00	\$0.00	\$0.00	\$0.00	1
Non-customer transactions		10.81						
Total	\$8,245	132.41	\$62.27	\$601.88	\$3,836.23	\$143.95	\$62.27	8

This table is helpful for understanding the relative cost of doing transactions through different distribution channels. But care must be used in interpreting results because:

- Many of the peers have outstanding data issues that pertain to this table. Results are expected to change in your final report after we get better data.
- The best most valid data to use for comparisons is peer median data, where a high number of peers have provided data. Data validity increases with the number of peers providing data. Medians are best because averages, maximums and minimums may be distorted by 'outlier data' that reflects unique circumstances. For example, an unusually high teller cost might reflect high start-up costs of introducing tellers divided by low start-up volumes.
- No adjustment is made to reflect that certain transactions are more costly than others.

Business Licensing & Regulation customer transactions are: regulating and licensing businesses, salespersons and dealer vehicles including commercial driving schools. Non-customer transactions are: audits, inspections, investigations, hearings.

Motor Carrier Services - Field Office vs. Low Cost Channels

Motor Carrier Services - Field Office vs. Low Cost Channels														
Motor Carrier Services Customer Transactions	You							Peer Average						
	Field Office	% Low Cost						Field Office	% Low Cost					
		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party		Licensed Agents	Telephone	Web	E-tellers	Mail or Fax	3rd Party
Q30 International Registration Plan (IRP) Volumes in 000s a) New /original and b) Renewal and replacement	94% 89%	6% 11%	0% 0%	0% 0%	0% 0%	0% 0%	0% 0%	76% 59%	1% 2%	0% 0%	0% 2%	0% 0%	20% 35%	3% 1%
Q31 Single State Registration System (SSRS) in 000s a) New /original & supplemental SSRS permits b) Renewal & replacement SSRS permits								50% 0%	0% 0%	0% 0%	0% 0%	0% 0%	50% 100%	0% 0%
Q32 Intra-state commercial vehicle operator permit in 000s a) New /original & supplemental operator permits b) Renewal & replacement operator permits								33% 0%	0% 0%	0% 0%	0% 0%	0% 0%	67% 100%	0% 0%
Q33 Oversize or overweight permits in 000s. These are permits that allow the motor carrier to exceed their size limit for a certain trip, a certain time period, certain route, etc. Sometimes they are called hauling and superload permits.								33%	0%	21%	7%	0%	6%	33%
Q34 Motor carrier trip permits for travel within your jurisdiction for a short time without being registered in 000s. Do not include non-motor carrier trip permits. These are asked for separately in question 15d.	100%	0%	0%	0%	0%	0%	0%	40%	20%	0%	0%	0%	0%	40%
% of Total Customer Transactions	92%	8%	0%	0%	0%	0%	0%	47%	7%	6%	3%	0%	22%	15%
Customer Transactions: High Cost vs Low Cost as % of Total	100%	0%						53%	47%					

Cost per Motor Carrier Services Transaction by Delivery Channel

Calculation of your Cost Per Transaction for Motor Carrier Services								
Delivery Channel	You			Peer				
	Total Cost in \$000s (A)	# of Transactions in 000s (B)	Cost per Transaction (A ÷ B)	Avg	Max	Median	Min	#
Customer transactions:								
Field Offices	\$4,379	57.10	\$76.69	\$306.11	\$1,207.19	\$76.69	\$22.81	5
Licensed Agents	\$0	5.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2
Telephone Transactions	\$0	0.00	n/a	\$1.00	\$1.00	\$1.00	\$1.00	1
Web	\$0	0.00	n/a	\$30.01	\$30.01	\$30.01	\$30.01	1
E-tellers	\$0	0.00	n/a	n/a	n/a	n/a	n/a	0
Mail or Fax	\$0	0.00	n/a	\$67.19	\$89.87	\$84.93	\$26.78	3
Third Party - Computer	\$0	0.00	n/a	\$23.34	\$46.69	\$23.34	\$0.00	2
Non-customer transactions		0.42						
Total	\$4,379	62.52	\$70.04	\$52.61	\$89.57	\$50.87	\$22.43	6

This table is helpful for understanding the relative cost of doing transactions through different distribution channels. But care must be used in interpreting results because:

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- The best most valid data to use for comparisons is peer median data, where a high number of peers have provided data. Data validity increases with the number of peers providing data. Medians are best because averages, maximums and minimums may be distorted by 'outlier data' that reflects unique circumstances. For example, an unusually high eteller cost might reflect high start-up costs of introducing etellers divided by low start-up volumes.
- No adjustment is made to reflect that certain transactions are more costly than others.

Motor Carrier Services customer transactions are: issuance, renewals of motor carrier operators, IRP registration, permits, etc. Non-customer transactions are: recording violations, suspensions.

REVENUES

This section compares:

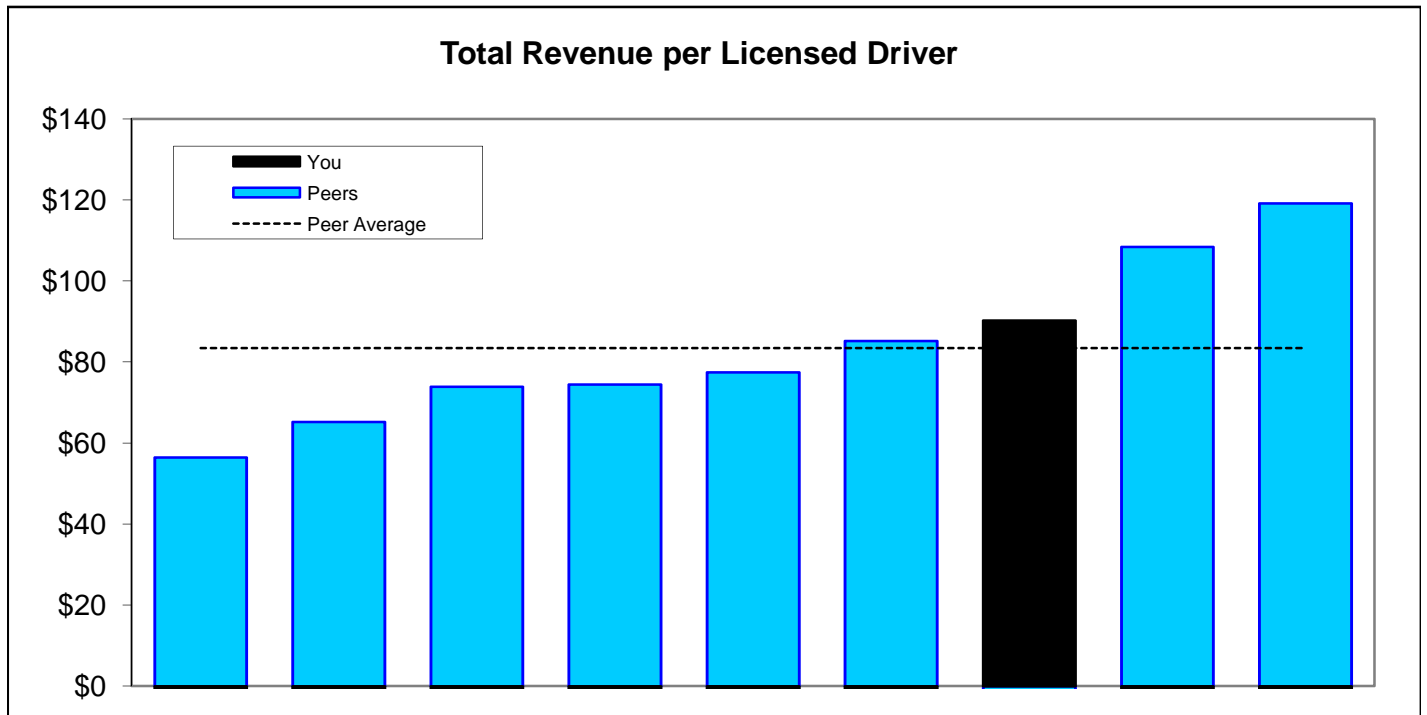
- Total revenues.
- Sources of revenues by activity.

Your Total Adjusted Motor Vehicle Revenue was \$1,420.4 million or \$90.31 per Licensed Driver.

Your Revenues by Activity		
Activity	Revenue (\$000s)	% of Total
1 - Driver Licensing	88,121	6%
2 - Titling & Registration	1,246,882	82%
3 - Issuing Records	29,870	2%
4 - Business Licensing & Regulation	2,741	0%
5 - Motor Carrier Services	95,632	6%
6 - Weigh Stations	0	0%
7 - Education Programs	4,323	0%
8 - Driver Monitoring	21,597	1%
9 - Insurance Monitoring	31,152	2%
10 - Contact Center	0	0%
11 - Non Comparable Activities	0	excluded
12 - Governance & Financial Control	0	0%
	<u>1,520,317</u>	
Less:*		
5 - Motor Carrier Services	95,632	
6 - Weigh Stations	0	
7 - Education Programs	4,323	
11 - Non Comparable Activities	0	
Total Revenues (A) *	\$1,420,363	100%
# of Licensed Drivers in 000s (B)	15,727	
Total Revenues per Licensed Driver (A ÷ B)	\$90.31	

* For better apples-to-apples comparisons, the revenues of 'Activity 5 - Motor Carrier Services', 'Activity 6 - Weight Stations', 'Activity 7 - Education Programs' and 'Activity 11 - Non comparable Activities' are excluded from the total.

Your Total Revenue of \$90.31 per Licensed Driver was above the peer median of \$77.47.



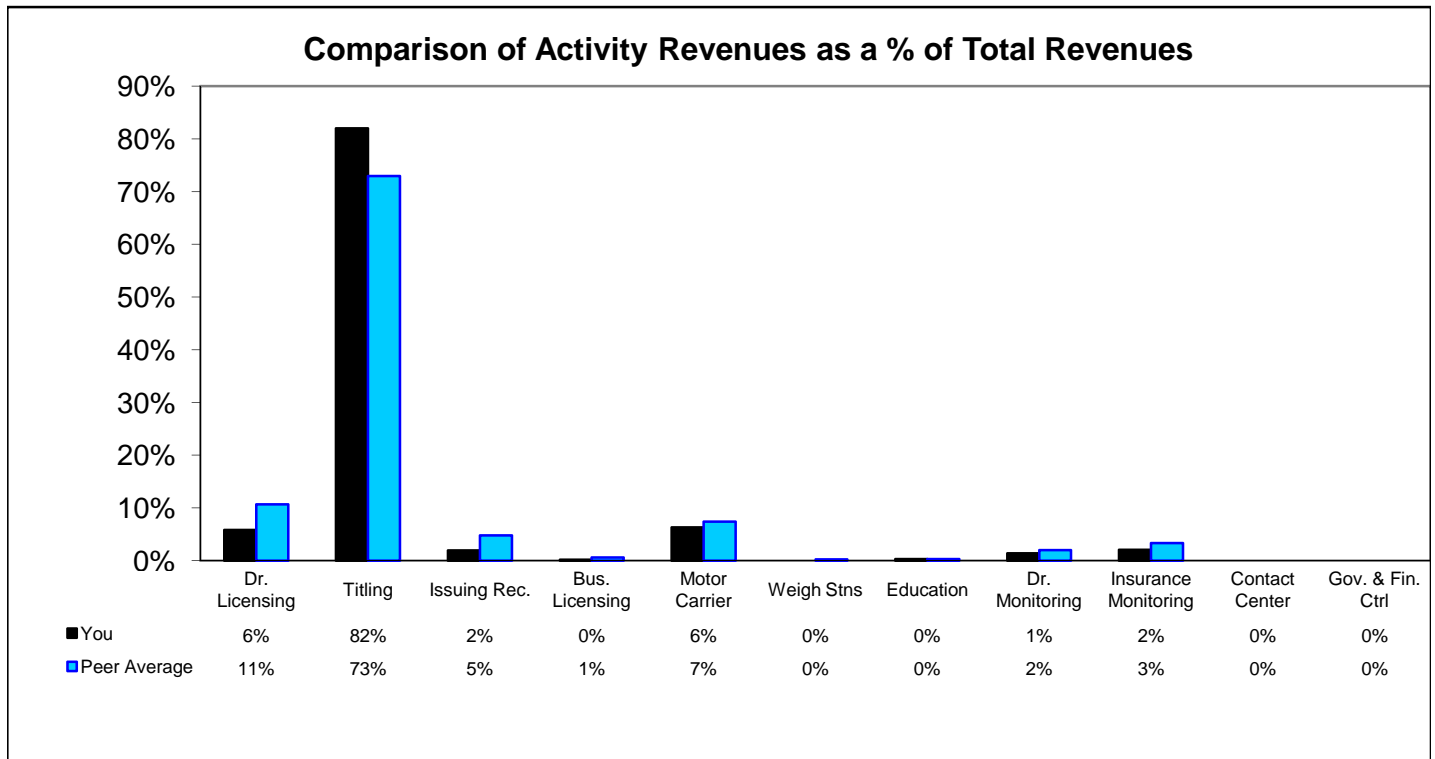
* For better apples-to-apples comparisons, the revenues of 'Activity 5 - Motor Carrier Services', 'Activity 6 - Weight Stations', 'Activity 7 - Education Programs' and 'Activity 11 - Non comparable Activities' are excluded from the total.

Comparison of Revenue as a Percent of Total by Activity

Revenues as a Percent of Total - You versus Peers						
Activities	You	Peers				#
		Avg	Max	Med	Min	
1 - Driver Licensing	6%	11%	20%	10%	6%	9
2 - Titling & Registration	82%	73%	85%	77%	54%	9
3 - Issuing Records	2%	5%	10%	5%	0%	9
4 - Business Licensing & Regulation	0%	1%	3%	0%	0%	9
5 - Motor Carrier Services	6%	7%	14%	8%	0%	9
6 - Weigh Stations	0%	0%	2%	0%	0%	9
7 - Education Programs	0%	0%	2%	0%	0%	9
8 - Driver Monitoring	1%	2%	4%	2%	0%	9
9 - Insurance Monitoring	2%	3%	12%	2%	0%	9
10 - Contact Center	0%	0%	0%	0%	0%	9
11 - Non Comparable Activities ¹	n/a	n/a	n/a	n/a	n/a	n/a
12 - Governance & Financial Control	0%	0%	0%	0%	0%	9
Total	100%	102%				

1) For better apples-to-apples comparisons, the revenues of 'Activity 11 - Non comparable Activities' are excluded from the total.

Graphical Comparison of Revenues as a % of Total Revenues by Activity



The graph above compares your Activity Revenues as a percent of Total Revenues relative to the peer average. Some jurisdictions do not perform all activities. This is particularly true for the Weigh Station activity. Therefore, the peer average reflects several peers where Weigh Stations represent 0% of their Total Revenues.

Calculation and Comparison of Your Revenues per Unit of Activity Volume

Revenues per Unit of Activity Volume									
	Calculation of Your Revenues per Unit			Peer - Revenues per Unit					
	Revenues (000s) (A)	Activity Volume (000s) (B)	Revenues per Unit (A ÷ B)	Avg	Max	Med	Min	#	
1 - Driver Licensing	88,121	15,727 Licensed Driver	5.60	9.52	16.16	8.29	5.60	9	
2 - Titling & Registration	1,246,882	20,558 Registered Vehicle	60.65	55.47	84.23	52.01	33.84	9	
3 - Issuing Records	29,870	15,727 Licensed Driver	1.90	4.64	12.13	4.66	0.21	9	
4 - Business Licensing & Regulation	2,741	14.03 Licensed Business	195.36	605.65	1,719.69	417.67	46.97	8	
5 - Motor Carrier Services	95,632	130.00 Motor Carrier Vehicle	735.63	2,131.07	12,253.30	731.65	0.00	8	
6 - Weigh Stations	0	n/a Vehicle Weighed	n/a	0.29	0.57	0.29	0.00	2	
7 - Education Programs	4,323	15,727 Licensed Driver	0.27	0.24	1.47	0.09	0.00	9	
8 - Driver Monitoring	21,597	15,727 Licensed Driver	1.37	1.60	3.67	1.60	0.00	9	
9 - Insurance Monitoring	31,152	20,558 Registered Vehicle	1.52	2.49	8.55	1.52	0.00	9	
10 - Contact Center	0	1,816 Calls, emails and letters (call volume is per survey, excluding after business hours and unknown volumes)	0.00	0.00	0.00	0.00	0.00	9	
11 - Non Comparable Activities	0		n/a	n/a	n/a	n/a	n/a		
12 - Governance & Financial Control	0	15,727 Licensed Driver	n/a	n/a	n/a	n/a	n/a		
	1,520,317								
Less:*									
5 - Motor Carrier Services	95,632								
6 - Weigh Stations	0								
7 - Education Programs	4,323								
11 - Non Comparable Activities	0								
Total	1,420,363	15,727 Licensed Driver	90.31	83.42	119.20	77.47	56.49	9	

* For better apples-to-apples comparisons, the revenues of 'Activity 5 - Motor Carrier Services', 'Activity 6 - Weight Stations', 'Activity 7 - Education Programs' and 'Activity 11 - Non comparable Activities' are excluded from the total.

Fees per Year by Activity

Fees per Year by Activity									
	Calculation of Your Fees Per Year			Peer - Fees Per Year					
	Fees (A)	Renewal Period (B)	Fees per Year (A ÷ B)	Avg	Max	Med	Min	#	
• New Driver Licensing	\$20.00	6	\$3.33	\$6.0	\$11.0	\$5.2	\$2.5	9	
• Renewal Driver Licensing	\$15.00	6	\$2.50	\$5.3	\$11.0	\$4.3	\$2.5	9	
• New Commercial Driver Licensing	\$50.00	6	\$8.33	\$12.1	\$23.4	\$10.8	\$5.5	9	
• Renewal Commercial Driver Licensing	\$50.00	6	\$8.33	\$9.9	\$23.4	\$8.0	\$5.0	9	
• New Identification Card	\$3.00	6	\$0.50	\$2.8	\$4.0	\$3.3	\$0.5	9	
• Passenger Car Registration	\$35.60	6	\$5.93	\$30.3	\$64.0	\$31.0	\$5.9	9	
• Truck Registration	\$45.60	6	\$7.60	\$96.1	\$298.5	\$31.0	\$0.0	5	

* The revenues of 'Activity 11 - Non comparable Activities' are excluded from the total in order to provide better apples to apples comparisons.

SAFETY & SECURITY

This section compares:

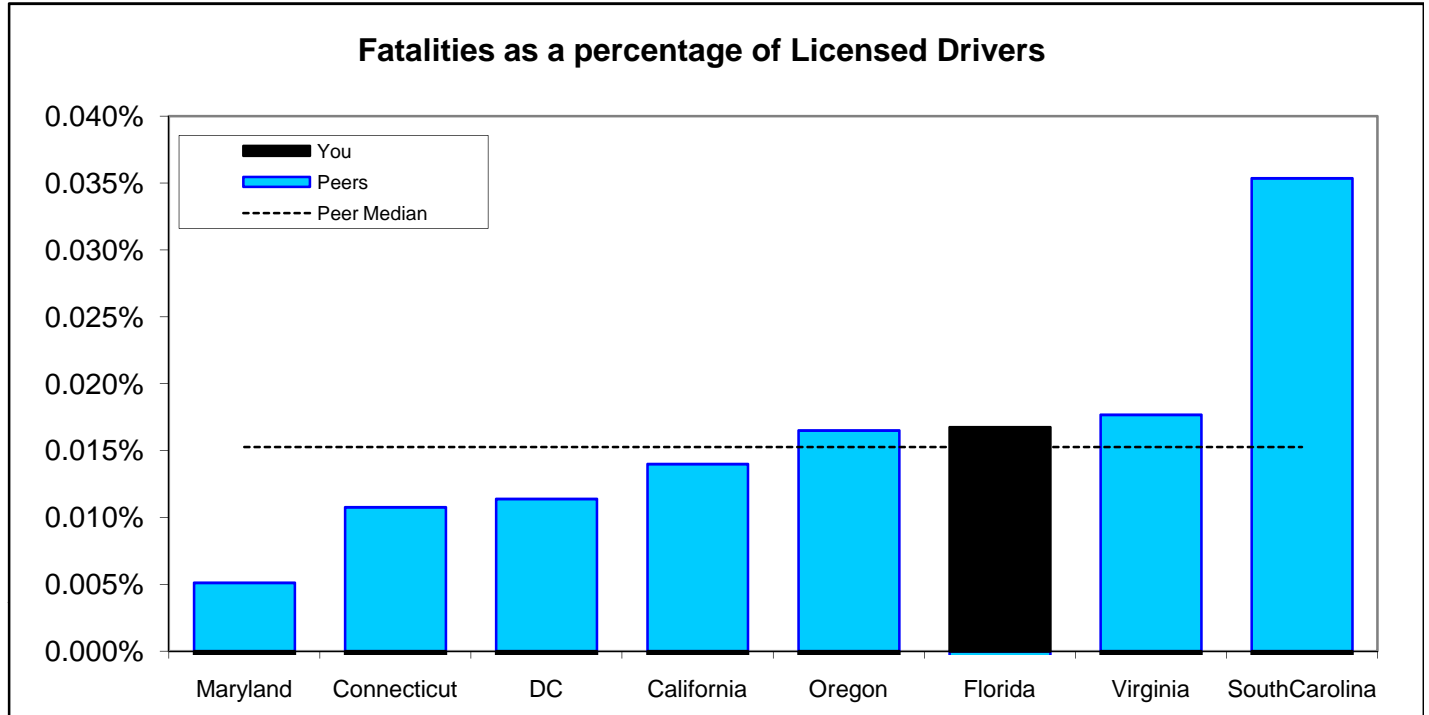
- Fatalities
- Collisions
- Collisions by age group
- Security Initiatives for Driver Licensing
- Safety & Security Rules and Regulations

Fatalities and Collisions

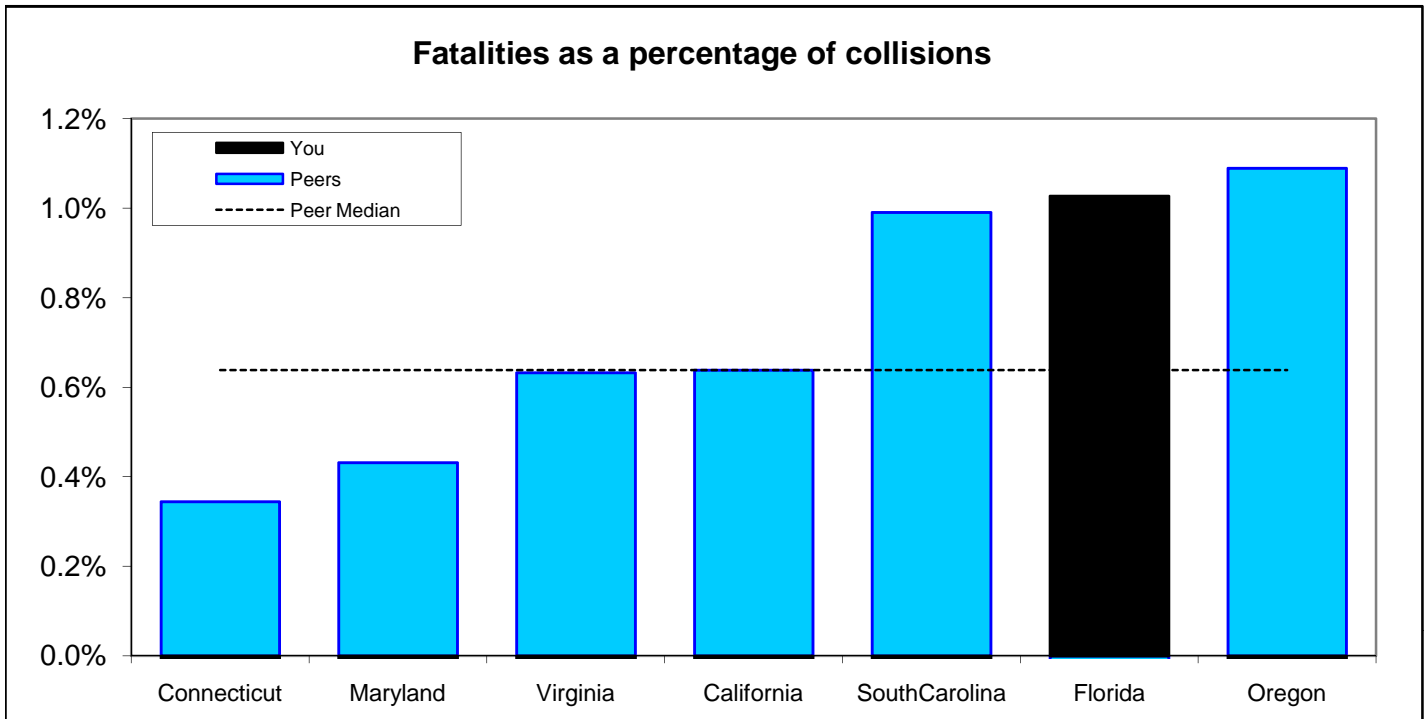
Fatalities and Collisions versus peers						
Comparative measures	You	Peers				#
		Avg	Max	Med	Min	
<u>Fatalities</u>						
Fatalities as a % of Licensed Drivers	0.02%	0.02%	0.04%	0.02%	0.01%	8
Fatalities as a % of collisions	1.0%	0.7%	1.1%	0.6%	0.3%	7
<u>Collisions</u>						
Collisions as a % of Registered Vehicles	1.2%	1.8%	3.0%	1.8%	1.0%	7
Collisions as a % of Licensed Drivers	1.6%	2.3%	3.6%	2.2%	1.2%	7
% of people in collisions wearing seatbelts*	132%	97%	132%	115%	27%	4

* can be higher than 100% because we asked how many drivers and passengers were wearing seatbelts while we only have collision information for drivers only.

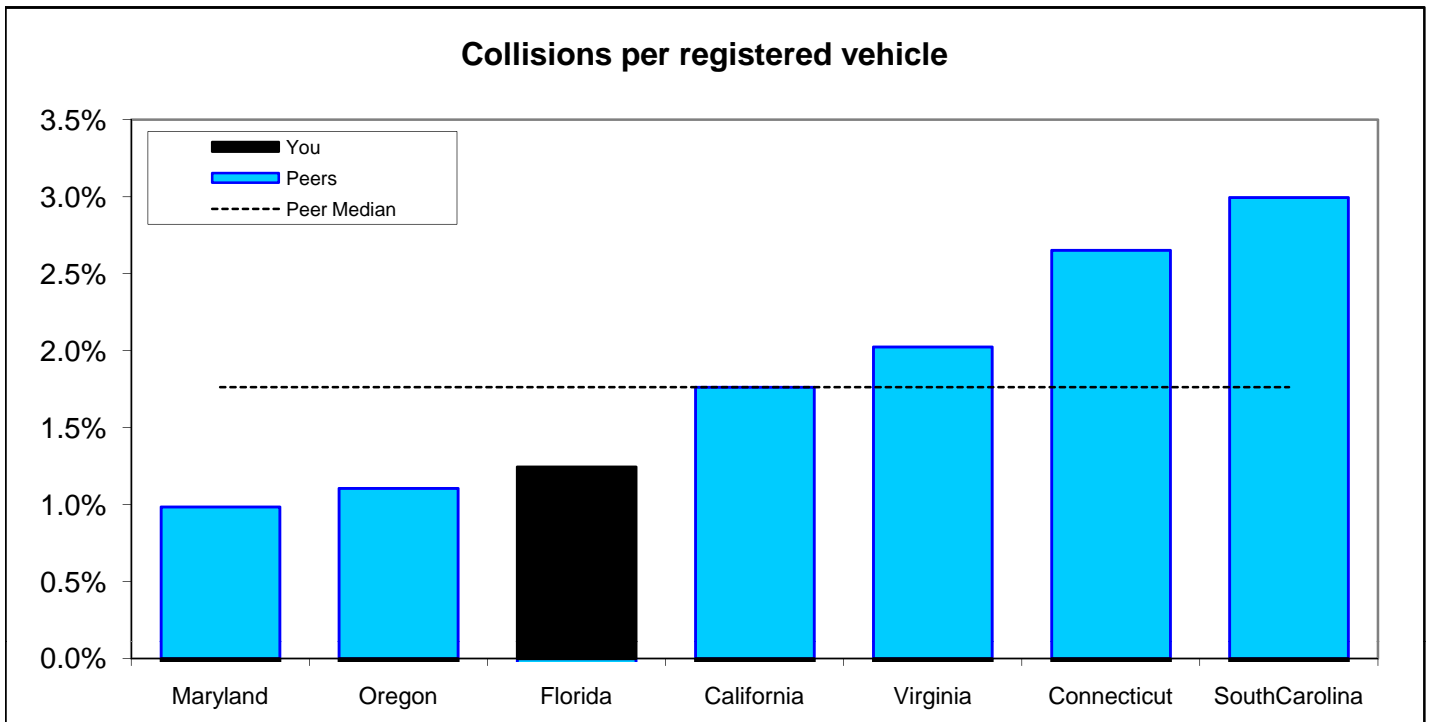
Approximately 0.017% of your Licensed Drivers were killed in a collision. This was slightly above the peer median of 0.015% fatalities per Licensed Driver .



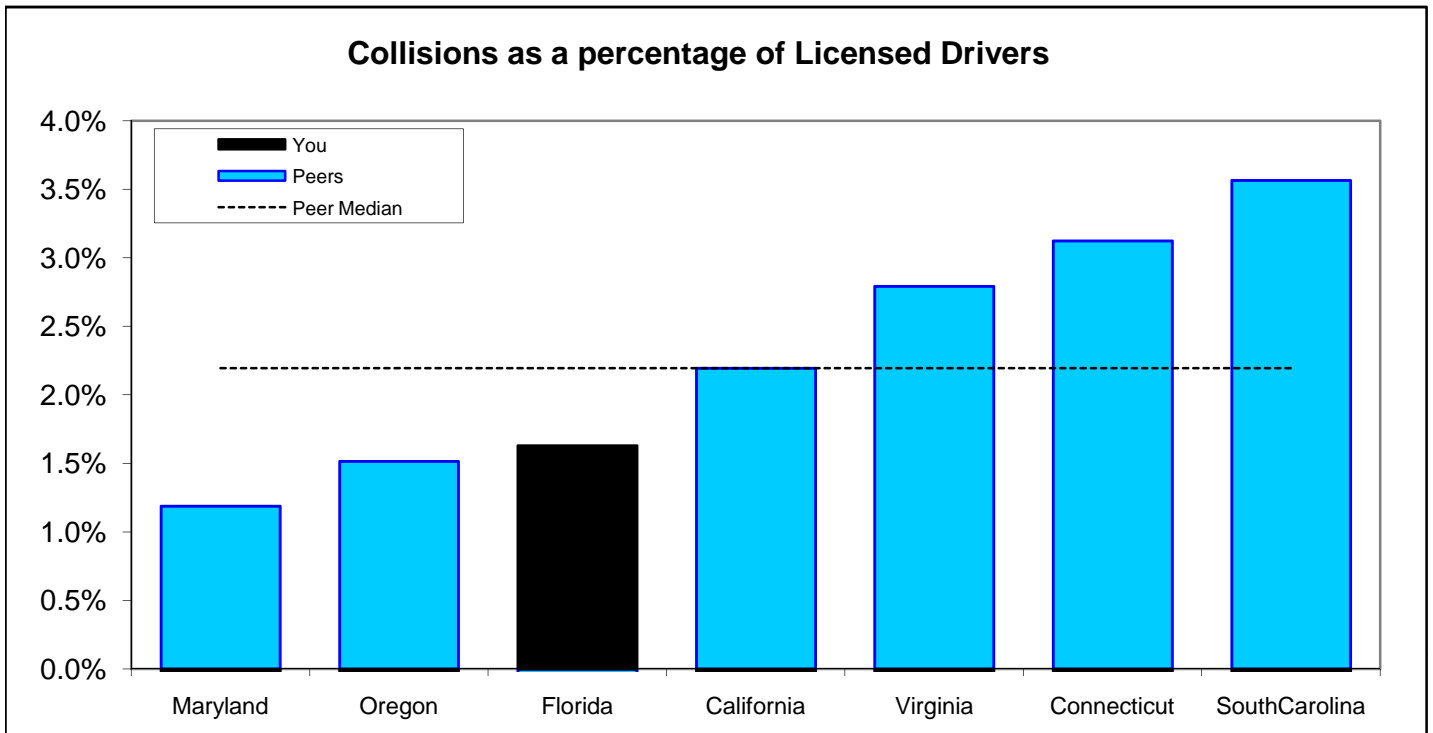
You had 1.0% fatalities as a percentage of collisions. This was above the peer median of 0.6%.



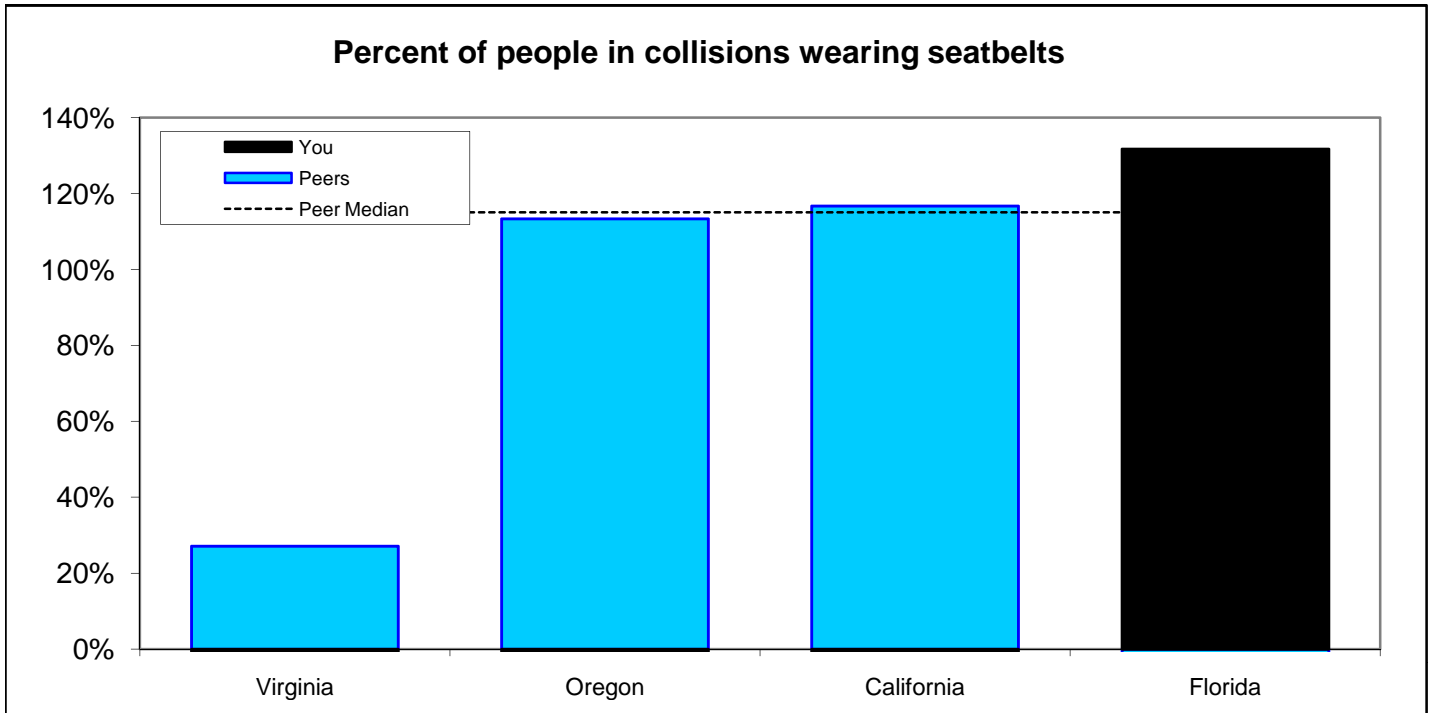
You had 1.2% collisions per registered vehicle. This was below the peer median of 1.8% collisions per registered vehicle.



You had 1.6% collisions per Licensed Driver. This was below the peer median of 2.2% collisions per Licensed Driver.



You had 131.8% of people in collisions wearing seatbelts. This was above the peer median of 115.1%.*



*can be higher than 100% because the question asked for 'licensed drivers and passengers wearing seatbelts' whereas the collision statistics was only based on 'Licensed Drivers' and thus, did not include passengers.

Your 16 - 20 age group had the highest collision rate with 4.8%. This was also the age group with the highest collision rate for your peers with 5.6%.

Licensed Drivers involved in Collisions				
Age group	Your			Peer Med
	Licensed Drivers (000s)	Drivers involved in Collisions (000s)	% of Drivers involved in Collisions	% of Drivers involved in Collisions
16 - 20	987.2	47.2	4.8%	5.6%
21 - 24	1,049.3	39.1	3.7%	3.7%
25 - 34	2,741.6	70.3	2.6%	2.6%
35 - 44	2,941.4	66.1	2.2%	2.5%
45 - 54	2,877.8	54.1	1.9%	2.3%
55 - 64	2,277.2	32.8	1.4%	2.0%
65 - 74	1,527.8	16.1	1.1%	1.7%
75 & over	1,246.3	11.9	1.0%	1.7%

Security Initiatives for Driver Licensing.

Driver Licensing Security Initiatives		
Survey Question	You	Peer Avg
Q118.1 Is your jurisdiction a member of the Driver License Agreement*? (* from Recommendation #3 of AAMVA DL/ID Security Framework – February 2004)	yes	44%yes
Q118.2 What % of your customer service representatives and first level supervisors have completed:		
a) Fraudulent Document Recognition Level 1 Training*?	100.0%	0.0%
b) Fraudulent Document Recognition Level 2 Training*?	100.0%	58.0%
Q118.3 What type of card issuing system do you use: over-the-counter, central or hybrid?	hybrid	OTC 67% / Central 11% / Hybrid 22%
Q118.4 Does your jurisdiction have Security Risk Assessment Plan(s)* for:		
a) Application/systems' entry? Risk of documents not being reviewed or presented, transaction completed without a customer being present, data entered is not consistent with data on documents presented, etc.	yes	56%yes
b) Verification? Risk of checks not being done (state databases, SSOLV, INS, Vital Statistics, CDLIS, PDPS, IRE).	yes	56%yes
c) Data/record management? Risk of unauthorized data changes, unauthorized deletion of data, theft of data, "snooping"/unauthorized access, not having back-up procedures, sabotage, etc.	yes	44%yes
d) Physical locations & the supply chain? Risk, throughout the supply chain, of unauthorized entry to facilities, unauthorized use of equipment, theft of consumables.	yes	44%yes
e) Security of personal information? Risk of unauthorized access to personal information either in computer files or while being transmitted over computer networks.	yes	44%yes
f) Staff monitoring? Risk of employee/contractor fraud, theft and errors.	yes	67%yes
Q118.5 Does your jurisdiction have an audit plan for your DL/ID card issuing processes? (* Requirement #5 of AAMVA DL/ID Security Framework – February 2004)	yes	67%yes
a) How many DL/ID card-issuing audits were conducted during the year?	368	3,817

Security Initiatives for Driver Licensing Continued

Driver Licensing Security Initiatives		
Survey Question	You	Peer Avg
Q118.6 Do you require Driver License and ID card applicants to provide fingerprints or other form of biometric identity verification? a) If yes or some, what type of biometric(s) do you use? Fingerprints for hazmat endorsements	0.0	23%yes
Q118.7 Do you require employees to provide fingerprints or other form of biometric identity verification before logging on to your computer system containing DL/ID data? a) If yes or some, what type of biometric(s) do you use? Fingerprint logon for computer system	yes	11%yes
Q118.8 How many cases of employee fraud did you have?	3	66

Differences in Rules & Regulations for Driver Licensing

105	How many of the following breeder documents do you require to issue:	Proof of Identity		Proof of Legal Presence		Proof of Residency	
		You	Peer Avg	You	Peer Avg	You	Peer Avg
	Regular drivers license (Non CDL)	2	1.6	1	0.9	0	0.9
	Renewal License	0	0.6	1	0.4	0	0.2
	Replacement License	0	1.0	0	0.3	0	0.4

	You	Peers					
		Avg	Max	Med	Min	#	
106 Do you require that the above documents be originals or certified copies?	yes	89%yes				9	
108 Do you require vision testing for:							
a) Regular driver licenses (non-CDL)?	yes	100%yes	0%no	0%some		9	
b) CDL?	yes	100%yes	0%no	0%some		9	
110 Do you require regular medical examination for CDL drivers ?	no	89%yes				9	
a) If yes, how frequently, in years, must CDL drivers get medical clearance?	n/a	1.9	2.0	2.0	1.0	8	
111 Do you withhold licenses for:							
a) Accumulation of unpaid moving violation tickets and fines?	yes	100%yes				9	
b) If yes to 'a' above, can the customer pay for the fines through you?	no	22%yes				9	
c) Non-payment of child support?	yes	89%yes				9	
d) Other reasons for withholding non-suspended licenses (describe below)	yes	100%yes				8	
unknown							

Differences in Rules & Regulations for Titling & Registration

	You	Peers				
		Avg	Max	Med	Min	#
119 Indicate how many different classes you have for each:						
a) Non-commercial vehicles?	3	14.6	58.0	12.0	0.0	9
b) Commercial vehicles?	2	6.6	21.0	3.5	0.0	8
c) Off highway vehicles such as snowmobiles, or All Terrain Vehicles, etc.	1	2.3	6.0	1.0	0.0	9
d) Watercraft & vessels	1	0.8	3.0	0.0	0.0	9
e) Trailers?	1	3.0	8.0	2.0	0.0	9
120 Are vehicles and vessels in your jurisdiction required to be registered locally as well as at your jurisdictional level?	yes	25%yes				8
a) Do you have any arrangements with the localities so that owners only need to register once?	yes	100%yes				2
b) the % of your vehicle and vessel registrations where owners only need to register once (either at your organization or at the local level)?	100%	65%	100%	65%	30%	2
124 Does your jurisdiction require an air quality or smog inspection for private vehicle registrations:						
a) Every time registration is renewed?	no	0%yes	88%no	13%some		8
b) When ownership is transferred?	no	13%yes	88%no	0%some		8
c) For vehicle of a certain age?	no	13%yes	75%no	13%some		8
d) On a regular frequency such as every 3 years?	no	50%yes	38%no	12%some		8
125 Does your jurisdiction require a safety inspection for private vehicle registrations:						
a) Every time registration is renewed?	no	0%yes				8
b) When ownership is transferred?	no	13%yes				8
c) When the vehicle reaches a certain age?	no	0%yes				8
d) On a regular frequency such as every 3 years?	no	25%yes				8
126 Do you withhold vehicle registration for:						
a) Unpaid parking tickets and fines?	yes	75%yes				8
b) If yes to 'a' above, can the customer pay for the fines through you?	no	33%yes				6
c) Non-payment of child support?	yes	50%yes				8
d) Other reasons for withholding registration (describe below)	yes	88%yes				8
Administrative, Unpaid fees to Dealer						
129 b) Do you have electronic access to the results of all safety inspections and/or smog inspections done by third parties?	n/a	43%yes				7
c) Do you operate your own smog or safety inspection sites for private vehicles?	n/a	14%yes				7

Differences in Rules & Regulations for Titling & Registration Continued

	You	Peers				
		Avg	Max	Med	Min	#
127 Do you administer and collect:						
a) Excise or personal property tax which is collected annually based on the value of the vehicle or vessel?	no	25%yes				8
b) Fair value or sales tax which is collected generally on sale or transfers?	yes	75%yes				8
130 Can Dealers or other Third Parties process vehicle registration transactions on behalf of their customers?	yes	100%yes				9
If yes:						
a) The dealer acts strictly as a representative of the customer (i.e., waiting in line at field offices or mailing the form, etc.)?	yes	78%yes				9
b) The dealer electronically titles and registers the vehicle.	yes	78%yes				9
c) The customer has to visit a field office and obtain a temporary license plate or tag prior to picking up the vehicle	no	11%yes				9
d) The dealer issues a temporary license plate or tag	yes	67%yes				9

Differences in Rules & Regulations for Issuing Records

	You	Peers				
		Avg	Max	Med	Min	#
133 Are the following agencies or groups entitled to receive driver or vehicle/vessel record information without the consent of the subject driver or vehicle owner?						
a) Insurance companies?	yes	100%yes				9
b) Law enforcement?	yes	100%yes				9
c) Other government entities?	yes	89%yes				9
d) Rental car companies?	yes	56%yes				9
e) Employers where the employee or potential employee holds a CDL?	yes	88%yes				8
f) Others (describe all others below)	yes	100%yes				5

Differences in Rules & Regulations for Motor Carrier Services

	You	Peers				
		Avg	Max	Med	Min	#
143.1 Are motor carrier operators required to have and supply proof to you of:						
a) Liability Insurance?	yes	50%yes				6
b) Workers compensation insurance for employees?	no	17%yes				6

Differences in Rules & Regulations for Weigh Stns

	You	Peers				
		Avg	Max	Med	Min	#
148 Do the following most commonly impact the driver, the owner or both?						
a) Overweight citations	n/a	0%driver	100%owner	0%both		2
b) Oversize citations	n/a	50%driver	50%owner	0%both		2
c) Safety violations	n/a	0%driver	0%owner	100%both		3
d) Credential summons	n/a	0%driver	0%owner	100%both		3

Differences in Rules & Regulations for Insurance Monitoring

	You	Peers				
		Avg	Max	Med	Min	#
175 If a registered owner or driver of a vehicle has been found to be operating without appropriate insurance (or alternatives if available), do you do the following?						
a) suspend the driver's license	yes	67%yes				9
b) suspend the registration of the vehicle	yes	78%yes				9

APPENDICES

Appendix A - Definitions: Delivery Channels and Activities

Appendix B - Costs and Staff by Delivery Channel and Activity

Appendix C - Survey Responses

In Appendix C numbers marked with an asterisk (*) are defaults that have been assigned because your data was unknown or unavailable

Appendix A - Definitions: Delivery Channels and Activities

A. Delivery Channel Definitions

Delivery channels are defined primarily in terms of the choices customers have in order to transact with you. The one exception is Third party transactions where we are only capturing those that come to you in computer readable form only. If you allow Third Parties to transact on your customers' behalf and they use one of the delivery channels available to the customer, then include the transaction volume with the applicable delivery channel. For example, in Ontario, dealers can act as a representative of the customer and register vehicles on their behalf. They do this by visiting a field office instead of the customer. The volume of this transaction, though done by a Third Party, will be captured under Field Office volume.

Field Offices are physical locations that provide staff-assisted services. Field Offices include "Customer Service Centers" that issue driver licenses and vehicle registrations and "Motor Carrier Service Centers" that issue International Registration Plan permits, etc. They can be full service, limited service, and mobile field office units. If you serve customers in person at your headquarters then this part of your headquarters should also be treated as a Field Office.

Do not include field locations operated by licensed agents or contracted third parties. They belong in the Licensed Agents delivery channel.

Licensed Agents/ Delegates are physical locations operated by third parties that provide staff-assisted services and are compensated by you for providing these services. Licensed Agents can be entire offices dedicated to providing motor vehicle services or one single agent providing these services as an ancillary part of their business, such as in a general store. Included in this Delivery Channel are local county tax offices (such as Georgia & Texas) which handle the registration of vehicles. Do not include third parties such as dealers that may provide titling, registration or plates/tags to their customers primarily as an additional service to their customers. See definition of Third Parties below.

Web are transactions that the customers initiate by accessing your website from their own homes, offices, etc. Include only those transactions that are automatically entered into your system without further data entry processing on your part. Do not include emails or downloaded forms that are sent to you and then must be entered into your system. Report these type of transactions under 'mail/fax'. For transactions that you receive in computer readable form (whether by tape, electronic upload, etc.) include the volumes under Third Party Computer Readable. Web transactions are generally individual transactions such as individual registration renewals.

Telephone are transactions that customers complete through an automated voice response system or by calling a customer service representative. Do not include general information given in reply to customer enquires such as: "Where can I renew my driver's license?". Also, do not include transactions where the telephone customer service representative only initiates a transaction. For example, if a customer calls in to request a replacement license and the transaction is effectively concluded by the customer over the phone, other than waiting for the replacement license to be received via mail, then this is a 'telephone' transaction. If the call result is that a replacement license form is mailed to the customer for completion then this is a 'mail/fax' transaction, not a 'telephone' transaction.

Electronic Tellers (E-tellers) are self-service machines or kiosks that are at various locations that enable customers to do certain transactions with you such as renewing their license registration. E-tellers can be at field offices or they can be at other locations such as shopping malls.

Mail/Fax are transactions that are mailed, emailed or faxed to you. These requests are then input into your system and processed. Do not include general enquiries or complaints that are sent to you via mail, email, or fax.

Third Party Computer Readable transactions are transactions that are received in computer readable form by you (for example, file download, real time interface, etc.). Do not include third parties that are specifically contracted to do these transactions for you at physical locations and are compensated for doing so. They are included under Licensed Agents/ Delegates. Examples of Third Party Computer Readable volumes include: accident report updates from California Highway Patrol, car dealers that have electronic titling and registration services for their customers, etc.

B. Activity Definitions

1 - Driver Licensing

All activities related to the licensing of individual drivers including but not limited to:

- Testing (written and road)
- Issuance of original, duplicate and renewal licenses as regulated by individual jurisdictions
- Licensing regulated under Federal government such as commercial licenses for individuals who operate motor vehicles on highways within your jurisdiction
- Withholding licenses for legal remedies (such as child support payments, or sex offenders)

Do not include driver education. It belongs in Activity 7 - Education Programs.

Transactions include, but are not limited to:

- Issuances of all types of new, renewal, and replacement and duplicate driver licenses, including regular, commercial, motorcycle, instruction, temporary and graduated licensing requirements such as 'minor' licensing in Virginia.
- Issuances of original and replacement ID cards.
- Written driver tests, including reexaminations of suspended drivers.
- Road driver tests, including reexaminations.
- Voter registration, organ donation and selective service registration cards, etc.
- Investigations into possible driver licensing and ID fraud.

2 - Titling & Registration

All activities related to vehicle and vessel titling and registration including but not limited to:

- Issuance, investigations, hearings, rescinding, etc.
- Salvage and non-repairable vehicle & vessels.
- Fleets, vehicle & vessels for hire (taxi), school buses, trucks, trailers, etc.
- Withholding of vehicle & vessel registration for legal remedies such as unpaid traffic violations, child support, lack of insurance or emission inspection, etc.

Transactions include:

- Issuing vehicle & vessel titles to record ownership and associated property rights/liens
- Collecting sales and other taxes related to vehicle & vessels (if applicable)
- Issuing license plates/tags, including custom/vanity or special interest plates.
- Registering vehicle & vessels (initial, renewal, temporary)
- Issuing trip permits for private vehicles & interstate commercial vehicles (E.g. if you buy a car in one jurisdiction but plan on registering it in your home jurisdiction, a trip permit is issued to enable to facilitate this.)
- Disabled parking permits, placards and plates
- Investigations into possible vehicle & vessel ownership/titling/registration fraud

3 - Issuing Records

All activities related to issuing records and documents for businesses, individuals, government entities, insurance companies, the public, employers and the judiciary (including responding to subpoenas).

Transactions include issuing:

- Vehicle & vessel record transcripts and documents
- Driver record transcripts and documents

4 - Business Licensing & Regulation

All activities related to regulating and/ or licensing businesses or people including licensing, regulation, monitoring, inspections, investigations and hearings. Examples of business licensed include:

- Car dealers, salvage dealers, rental car companies, watercraft trailer dealers, foreign dealers (out of jurisdiction), vehicle storage facilities, movers, etc.
- Dealers and salespersons involved in the sale, manufacturing, rebuilding, demolishing or distribution of vehicle & vessels, trailers, motorcycles, semi-trailers, motor homes, travel trailers and non-repairable and salvage motor vehicle & vessels, etc.
- Commercial driving schools such as Driver Education, Commercial Driver's License training, Driver Improvement, etc. and their instructors.

Transactions include:

- Licensing vehicle dealers, manufacturers, distributors, transporters, and their salespersons.
- Licensing commercial third party driving schools and their instructors
- Inspections and investigations
- Hearings

5 - Motor Carrier Services

This activity includes the administration of inter and intra jurisdiction motor carrier programs including but not limited to motor carrier operator permits, International Fuel Tax Agreement (IFTA), International Registration Plan (IRP), and Single State Registration System (SSRS) programs. These include, but are not limited to:

- Licensing, regulation, hearings, monitoring of requirements such as liability and workers' compensation insurance, issuance and renewal of all registrations.
- Receipt and disbursements activities relating to IRP, IFTA, SSRS, and heavy vehicle use tax.

Transactions include:

- Issuance, renewals and sanctions of IRP, IFTA, intra state credentials, etc.
- Audit of motor carriers for IRP & IFTA registrations
- Issuance of inter/intrastate commercial operator permits
- Recording of safety/credential violations
- Suspension or monitoring of vehicles and carriers
- Issuance of oversize and overweight permits

6 - Weigh Stations

All activities related to monitoring trucks for compliance with jurisdiction and federal statutes and regulations pertaining to size and weight, commercial vehicle safety and credential compliance. This activity includes maintaining and operating facilities (including mobile units), equipment and safety programs.

Transactions include:

- Weighing of trucks and issuance of overweight citations
- Safety inspections and issuance of safety violations
- Credential compliance reviews

7 - Education Programs

Programs targeted at citizens and commercial users to educate them and promote safe practices.

Examples include:

- Public safety announcements, radio and TV ads, presentations to schools about safe driving, drinking & driving, auto theft prevention, etc.
- Operating your own driver improvement clinics, driver education and safety programs

Do not include the regulation, licensing or monitoring of third party driving schools such as Driver Improvement Clinics, etc. These activities belong in Activity 4 - Business Licensing & Regulation.

8 - Driver Monitoring

All driver monitoring activities designed to oversee and regulate the driving public. The objective of these activities is to ensure that only safe drivers are on the roads. Activities include but are not limited to:

- Monitoring driver records.
- Medical reviews
- Managing court orders
- Issuing license restrictions, suspensions and revocations, and driver reinstatements.

Transactions include:

- Driver license restrictions, suspensions, revocations
- Driver license reinstatements
- Medical reviews and medical clearances
- Posting of conviction records to drivers' records
- Hearings related to driver licenses
- Hardship and probationary hearings such as for restricted driving privileges

9 - Insurance Monitoring

All activities related to monitoring compliance with statutory vehicle & vessel insurance requirements including:

- Checks of insurance compliance, investigations, hearings related to compliance.
- Collecting fees from customers who do not have private insurance coverage (if applicable).
- Collects penalty fees for failure to maintain continuous insurance.

Transactions include but are not limited to:

- Receive, process and maintain insurance data from insurers.
- Insurance compliance for both the insured (mailings) and the insurers (reports to the Insurance Commissioner).
- Suspension of vehicle registration for non-insurance compliance.
- Collecting fees from customers for non-insurance compliance.
- Processing SR22 's and SR26's and similar forms that constitute 'proof of insurance'.

10 - Contact Center

All first-line communication work including emails, written correspondence, fax, telephone calls responding to general requests for information related to other activities. Such as: How can I renew my driver's license? Please send me a renewal form, etc.

This activity includes:

- Telephone: waiting for calls, talk time, redirecting calls, training Contact Center staff, auditing calls, call satisfaction surveying, and long distance charges.
- Automated information or self-serve lines: These are lines where the caller navigates a menu to find information or performs a transaction without speaking to a service representative.
- E-mail, Mail & Fax: reading and responding to general enquiries including request for forms.
- Contact center hardware and software

Do not include work performed after the call for activities where costs are collected separately. Do not include help desks that support internal departments. For example, do not include help desk for field offices or customer service centers.

11 - Non Comparable Activities

This activity encompasses activities which are unique to individual jurisdictions. Examples include:

- Administering the Regulation of Lemon Law in Texas which is a vehicle buyback program for cars that are 'lemons'.
- Monitoring High Occupancy Vehicle lanes in Georgia.
- Smog inspection sites that are operated by the District of Columbia.

There are likely a number of small 'non comparable' activities that are unique to your jurisdiction. If the non comparable activity is integral to another process (such as a part of your renewal process is issuing residential permits as they do in District of Columbia) and the cost cannot be separated out, you can leave this 'non comparable' as part of the Activity that it relates to. However, make sure that we are also capturing the volume of this 'permit' transaction in the survey. Costs related to this activity are removed from the analysis to give a more "apples-to-apples" comparison of common activities.

12 - Governance & Financial Control

This activity encompasses all activities dealing with overall system governance and financial control. It includes:

- Commissioner/Directors/CEO's office
- Strategic Planning and Policy, including security policy development
- Legislative Office, Public Relations, General Counsel
- Performance measurement, benchmarking.
- Human Resources
- Headquarters financial functions such as accounting, budgeting, internal audit, financial reporting

This activity does not the following functions: Information Technology, Communication and Facilities. The costs and staff for these functions need to be attributed to the other 11 activities.

Appendix B - Costs and Staff by Delivery Channel and Activity

Detailed breakdown of STAFF (FTE) by Activities and Delivery Channels (where applicable)								
Column #	1	2	3	4	5	6	7	8
	Total Staff (FTE)	Customer Service Centers - Field Offices	Licensed Agents or Delegates	Web	Telephone Transactions	E-tellers	Mail or Fax	Third Party Computer Readable
1 - Driver Licensing	1,137.5	1,137.5	0.0	0.0	0.0	0.0	0.0	0.0
2 - Titling & Registration	280.0	280.0	0.0	0.0	0.0	0.0	0.0	0.0
3 - Issuing Records	128.5	128.5	0.0	0.0	0.0	0.0	0.0	0.0
4 - Business Licensing & Regulation	159.0	159.0	0.0	0.0	0.0	0.0	0.0	0.0
5 - Motor Carrier Services	84.0	84.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal (calculated)	1,789.0	1,789.0	0.0	0.0	0.0	0.0	0.0	0.0
6 - Weigh Stations	0.0							
7 - Education Programs	21.0							
8 - Driver Monitoring	202.0							
9 - Insurance Monitoring	58.0							
10 - Contact Center	153.0							
11 - Non Comparable Activities	2,553.0							
12 - Governance & Financial Control (i.e., office of the commissioner/ director, strategic planning and oversight, legislative, HR and headoffice financial functions such as accounting, budgeting and internal audit)	183.0							
Total (calculated)	4,959.0							

Detailed breakdown of Costs (in 000's) by Activities and Delivery Channels (where applicable)								
Column #	1	2	3	4	5	6	7	8
	Total Costs (in 000's)	Customer Service Centers - Field Offices	Licensed Agents or Delegates	Web	Telephone Transactions	E-tellers	Mail or Fax	Third Party Computer Readable
1 - Driver Licensing	85,946.6	78,906.6	6,302.0	638.0	0.0	0.0	100.0	0.0
2 - Titling & Registration	121,954.1	37,352.8	82,516.3	2,085.0	0.0	0.0	0.0	0.0
3 - Issuing Records	13,337.3	7,629.6	5,707.7	0.0	0.0	0.0	0.0	0.0
4 - Business Licensing & Regulation	8,245.4	8,245.4	0.0	0.0	0.0	0.0	0.0	0.0
5 - Motor Carrier Services	4,379.1	4,379.1	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal (calculated)	233,862.5	136,513.5	94,526.0	2,723.0	0.0	0.0	100.0	0.0
6 - Weigh Stations	0.0							
7 - Education Programs	2,699.5							
8 - Driver Monitoring	12,198.2							
9 - Insurance Monitoring	2,692.3							
10 - Contact Center	7,299.0							
11 - Non Comparable Activities	240,819.7							
12 - Governance & Financial Control (i.e., office of the commissioner/ director, strategic planning and oversight, legislative, HR policy and headoffice financial functions such as accounting, budgeting and internal audit)	12,667.0							
Total (calculated)	512,238.2							

Appendix C - Survey Responses

Florida

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
A. General								
1 What is the month of your fiscal year end? [All questions in this survey are for your most recently completed fiscal year or calendar year. Try to be consistent either providing all fiscal year or calendar year data. However, it is OK to provide calendar year and fiscal year information.] <u>June</u>								
2 How many vehicles, in thousands, are currently registered in your jurisdiction that are: a) Vehicles (all types including motor carriers)? b) Inter-jurisdiction motor carrier vehicles (IRP) c) Intra-jurisdiction motor carrier vehicles	20,558 41 89	20,179 45 95	19,594 41 149	30,209 58 507	4,692 35 99	270 0 18	9,156 32 221	9 8 5
3 How many drivers, in thousands, are licensed in your jurisdiction that are: a) Non-commercial or private citizens (all current licenses) b) Commercial (all current licenses)	15,035 692	14,933 679	14,488 651	23,582 692	3,729 166	325 1	6,927 273	9 9
3.05 How many ID Cards (current/active) are in your driver data base?	1,809	1,809	1,809*	1,809	482	95	605	8
3.1 a) How many non-commercial vehicle miles were traveled in your jurisdiction? (respond in units of 'million miles', i.e. an answer of 50,000 equals 50,000,000,000 miles) b) How many commercial vehicle miles were traveled in your jurisdiction?	204 unknown	201 unknown	197 unknown*	76,008 5,086	17,404 2,288	32 2	27,224 2,416	6 4
4 What is the geographical size of your jurisdiction in square miles? (in 000s)	59	65	59	164	40	0	52	9
5 What is the total population of your jurisdiction? (in 000s)	18,089	17,789	17,397	37,172	5,616	588	9,998	9
6 If you are responsible for administering your Motor Carrier Services (or you are including in this survey another division that administers the Motor Carrier Services - see note below relating to Q7): a) How many motor carrier operators are operating in your jurisdiction with IRP credentials? (000s)	14	13	17	20	6	0	7	7
7 Are there other Divisions (or agencies that are not part of your Division) included in this survey? For example, in Virginia, part of Activity 4 Business Licensing, is done by the Dealer Motor Vehicle Board. Virginia will be obtaining the volume, costs, revenue and service measures from the Dealer Motor Vehicle Board and including them in their survey. Other examples are Information Technology and Human Resources costs in Oregon which are incurred by another division but are essential to the motor vehicle administration operation. Other Divisions included: a <u>n/a</u> b <u>n/a</u> c <u>n/a</u> d <u>n/a</u> Other Divisions related activities: a1 <u>n/a</u> a2 <u>n/a</u> a3 <u>n/a</u> a4 <u>n/a</u>	No	No	No	67%Yes / 33%No				9
A-2. Safety								
7.1 What was the number of persons killed in motor vehicle collisions? What was the total number of collisions? a) Of the above collisions/accidents, what was the total number number of persons (drivers and passengers) involved? What was the number of persons (drivers and passengers) involved in collisions who were wearing seatbelts?	3 256 533 445	3 269 569 476	3 253 569* 473	3 533 1,281 1,114	1 111 117 81	0 45 0 0	1 175 396 296	8 7 5 6

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Of the above collisions/accidents, what was the number of collisions involving Un-Licensed Drivers?	12	12	12*	12	8	1	7	3
What number of Licensed Drivers in each age group below were involved in collisions?								
16 - 20	47	52	46	121	24	8	42	5
21 - 24	39	43	36	104	29	5	37	5
25 - 34	70	81	72	191	46	9	66	5
35 - 44	66	78	69	176	43	8	61	5
45 - 54	54	61	53	140	32	6	49	5
55 - 64	33	37	32	76	24	3	29	5
65 - 74	16	19	17	54	9	2	17	5
75 & over	12	14	13	91	6	2	23	5
Total	338	386	339	954	213	42	324	5
16 - 20	987	971	1,001	987	224	13	369	8
21 - 24	1,049	1,043	1,011	1,161	234	22	435	8
25 - 34	2,742	2,748	2,739	4,349	628	85	1,287	8
35 - 44	2,941	2,999	2,992	4,950	707	74	1,445	8
45 - 54	2,878	2,826	2,676	4,693	695	56	1,402	8
55 - 64	2,277	2,220	2,061	3,222	525	46	1,029	8
65 - 74	1,528	1,474	1,416	1,651	288	25	584	8
75 & over	1,246	1,253	1,243	1,246	244	16	445	8
Total	15,649	15,535	15,139	22,108	3,488	337	6,996	8
B. Volumes by Delivery Channel								
Activity 1 - Driver Licensing								
8 a) Private driver road tests, including re-examinations (000s)								
Total	425.2	483.4	450.0	1,041.0	152.2	18.3	251.2	9
Field Office	361.4	437.2	407.0	1,041.0	152.2	18.3	244.1	9
Licensed Agents	63.8	46.2	43.0	63.8	0.0	0.0	7.1	9
b) Private driver written knowledge tests (000s)								
Total	1,225.7	1,336.7	1,220.0	3,692.6	341.0	28.1	771.8	9
Field Office	943.8	1,074.8	981.0	3,692.6	331.0	28.1	739.4	9
Licensed Agents	257.4	207.1	189.0	257.4	0.0	0.0	29.7	9
Web	24.5	54.8	50.0	24.5	0.0	0.0	2.7	9
c) Private driver new/original licenses issued (000s)								
Total	790.3	858.3	907.0	795.5	228.2	61.2	352.6	9
Field Office	602.2	657.0	687.0	795.5	216.7	61.2	316.1	9
Licensed Agents	188.1	201.3	220.0	188.1	0.0	0.0	20.9	9
Mail or Fax	0.0*	0.0*	0.0*	140.0	0.0	0.0	15.6	9
d) Private driver renewal and replacement licenses issued (000s)								
Total	4,242.7	4,270.7	4,044.0	6,222.6	797.9	23.0	1,713.8	9
Field Office	2,019.8	2,022.8	2,074.0	3,904.5	797.6	18.1	1,116.3	9
Licensed Agents	741.5	702.5	703.0	741.5	0.0	0.0	82.4	9
Web	1,072.6	998.8	651.0	1,072.6	97.1	0.0	229.0	9
Telephone	44.4	56.7	81.0	44.4	0.0	0.0	6.6	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	364.3	489.9	535.0	1,798.9	31.3	0.0	279.4	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
9 a) Commercial driver road tests (000s)								
Total	58.0	58.9	54.0	85.2	11.8	0.0	25.3	9
Field Office	18.3	24.0	22.0	73.5	11.8	0.0	18.8	9
Licensed Agents	39.7	34.9	32.0	39.7	0.0	0.0	6.5	9
b) Commercial driver written knowledge tests, including any specialized CDL endorsement tests (000s)								
Total	430.6	315.0	289.0	601.5	106.2	0.0	174.2	9
Field Office	340.2	258.3	237.0	601.5	106.2	0.0	164.2	9
Licensed Agents	90.4	56.7	52.0	90.4	0.0	0.0	10.0	9
c) Commercial driver new/original licenses (CDL) issued including supplementals and endorsements (000s)								
Total	43.1	46.3	44.0	308.2	15.6	1.7	50.4	9
Field Office	33.4	35.9	34.0	308.2	15.6	1.7	49.4	9
Licensed Agents	9.6	10.4	10.0	9.6	0.0	0.0	1.1	9
d) Commercial driver renewal and replacement CDL licenses issued (000s)								
Total	194.9	205.6	183.0	341.8	32.9	2.8	88.2	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Field Office	148.2	160.3	141.0	326.5	32.9	2.8	81.3	9
Licensed Agents	46.7	45.3	42.0	46.7	0.0	0.0	5.2	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0	0.0	15.3	0.0	0.0	1.7	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
10 Identification Cards - new, renewals and replacement (000s)								
Total	988.2	914.8	814.0	1,414.0	155.7	31.4	380.3	9
Field Office	717.4	682.5	641.0	1,414.0	155.7	31.3	349.7	9
Licensed Agents	214.4	195.1	172.0	214.4	0.0	0.0	23.8	9
Web	55.3	36.1	0.0	55.3	0.0	0.0	6.2	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	1.1	1.1	1.0	2.6	0.0	0.0	0.5	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
11 Address changes where you update records but do not issue a replacement license or ID. Some systems always issue a replacement license (or ID) when an address changes. These replacement volumes belong in question 8d, 9d and 10 above and not here. (000s)								
Total	789.1	1,386.2	0.0	4,160.9	274.9	0.0	704.4	9
Field Office	0.0*	0.0	0.0	1,515.9	18.0	0.0	221.6	9
Licensed Agents	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Web	789.1	1,386.2	0.0	789.1	0.0	0.0	126.6	9
Telephone	0.0*	0.0	0.0	37.8	0.0	0.0	4.6	9
Etellers	0.0*	0.0	0.0	1.9	0.0	0.0	0.2	9
Mail or Fax	0.0*	0.0	0.0	2,645.0	0.0	0.0	313.8	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
12 a) Total number of cases/investigations into possible fraud for driver licensing or ID cards?	4,048.00	3,057.00	2,446.00	6,295.00	735.00	13.00	1,518.11	9
b) Of the above cases how many resulted in suspensions/revocations/withholding/confiscations of license/ID cards?	2,695.00	2,814.00	2,179.00	2,695.00	296.60	0.00	563.39	9
c) Medical reports reviewed (include those reviewed as part of renewal process, new issuance, and when driver's ability to continue to have license is in question) ? Include all types including vision testing by ophthalmologist, etc.	92,160.00	102,188.00	93,661.00	126.4K	10.0K	0.0K	32.3K	9
d) Of your above licensing volume (Q8 & Q9), how many included payment of unpaid moving violations that you processed?	0.00	0.00	0.00	63,593.00	0.00	0.00	7,967.95	9
e) How many driver license renewals received by mail were ineligible (for any reason - wrong documents, no payment, incomplete form, etc.)								
e1) non-commercial	25,171	107,510	5,164	25,171	5,081	0	8,425	9
e2) commercial	0.0*	0.0*	0.0*	35	0	0	4	9
f) Of the total driver road tests in 8 a) and 9 a) above, how many failures were there?								
f1) non-commercial	103	112,020	112,020*	180.9K	23.0K	0.1K	43.6K	9
f2) commercial	4	2,680	2,680*	8,054	382	0	2,393	9
g) Of the total driver knowledge tests in 8 b) and 9 b) above, how many failures were there?								
g1) non-commercial	612	315	315*	452.8K	22.7K	0.2K	94.6K	9
g2) commercial	313	204	204*	50,645	1,154	0	14,670	9
Activity 2 - Titling & Registration								
13 Non-commercial motor vehicle and vessel titling and registration transactions including motorcycles, trucks, trailers, farm vehicles, semi-trailers, boats, motor carrier vehicles, watercraft, etc. in 000s								
a) Non-commercial titles issued (all)								
Total	7,252.0	7,467.0	6,134.0	7,252.0	1,303.3	80.2	2,534.9	9
Field Office	905.0	41.0	21.0	6,257.0	900.8	80.2	1,382.3	9
Licensed Agents	5,759.0	6,059.0	5,512.0	5,759.0	0.0	0.0	932.7	9
Web	0.0*	0.0	0.0	13.5	0.0	0.0	2.6	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	152.5	0.0	0.0	17.0	9
Mail or Fax	0.0*	0.0	0.0	668.9	0.0	0.0	93.8	9
Third Party Computer Readable	588.0	642.0	601.0	588.0	0.0	0.0	106.5	9
b) New/original or transferred non-commercial registrations								
Total	7,247.0	5,707.0	0.0	7,247.0	687.6	70.8	1,774.3	9
Field Office	4.0	6.0	0.0	2,067.5	404.6	1.0	543.2	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Licensed Agents	6,561.0	5,056.0	0.0	6,561.0	0.0	0.0	976.7	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	14.2	0.0	0.0	1.6	9
Mail or Fax	105.0	0.0	0.0	504.7	0.0	0.0	75.0	9
Third Party Computer Readable	577.0	633.0	0.0	577.0	60.8	0.0	177.9	9
<u>c) Renewal and replacement non-commercial registrations</u>								
Total	15,939.0	14,655.0	29,590.0	21,712.7	3,016.1	176.2	6,547.6	9
Field Office	2,379.0	8.0	6.0	7,786.2	624.0	6.0	1,574.2	9
Licensed Agents	9,283.0	11,090.0	27,975.0	9,283.0	206.9	0.0	2,300.9	9
Web	1,811.0	1,347.0	856.0	2,482.0	112.6	0.0	633.5	9
Telephone	70.0	74.0	98.0	203.2	0.0	0.0	37.5	9
Etellers	0.0*	0.0	0.0	301.1	0.0	0.0	35.9	9
Mail or Fax	2,381.0	2,162.0	0.0	10,724.4	616.6	0.0	1,936.0	9
Third Party Computer Readable	15.0	2.0	655.0	215.8	0.0	0.0	29.6	9
<u>d) Plate or Tag Returns non-commercial registrations</u>								
Total	369.0	328.7	411.0	920.4	284.0	0.0	295.8	9
Field Office	12.0	0.7	0.0	920.4	31.6	0.0	242.5	9
Licensed Agents	357.0	328.0	411.0	357.0	0.0	0.0	45.0	9
Mail or Fax	0.0*	0.0	0.0	46.9	0.0	0.0	9.4	8
14 Commercial motor vehicle and vessel titling and registration transactions including motorcycles, trucks, trailers, farm vehicles, semi-trailers, boats, motor carrier vehicles, watercraft, etc. in 000s								
<u>a) Commerical titles issued (all)</u>								
Total	65.0	74.0	0.0	1,365.7	65.0	0.0	294.2	9
Field Office	6.8	0.2	0.0	1,326.7	47.0	0.0	214.3	9
Licensed Agents	58.0	70.0	0.0	58.0	0.0	0.0	11.7	9
Web	0.0*	0.0	0.0	0.5	0.0	0.0	0.1	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	39.0	0.0	0.0	4.3	9
Mail or Fax	0.0*	0.0	0.0	23.4	0.0	0.0	3.5	9
Third Party Computer Readable	0.1	0.1	0.0	350.4	0.0	0.0	60.3	9
<u>b) New/original or transferred commerical registrations</u>								
Total	36.0	44.0	0.0	541.1	49.0	0.0	149.7	9
Field Office	0.0	0.0	0.0	476.7	42.2	0.0	86.9	9
Licensed Agents	36.0	43.0	0.0	36.0	0.0	0.0	4.9	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	3.6	0.0	0.0	0.4	9
Mail or Fax	0.1	0.0	0.0	4.2	0.0	0.0	0.6	9
Third Party Computer Readable	0.0	0.0	0.0	348.6	5.8	0.0	56.8	9
<u>c) Renewal and replacement commercial registrations</u>								
Total	155.0	150.0	150.0	5,408.8	155.0	0.0	741.3	9
Field Office	27.9	0.0	0.0	2,228.1	27.9	0.0	286.2	9
Licensed Agents	123.0	145.0	145.0	142.6	0.0	0.0	33.1	9
Web	1.0	1.0	1.0	420.9	0.0	0.0	61.5	9
Telephone	0.1	0.1	0.1	34.5	0.0	0.0	4.3	9
Etellers	0.0*	0.0	0.0	133.8	0.0	0.0	15.0	9
Mail or Fax	3.0	3.0	3.0	2,510.8	6.3	0.0	326.8	9
Third Party Computer Readable	0.0	0.0	0.0	80.7	0.0	0.0	14.3	9
15 Special tags in 000s								
<u>a) Temporary tags/plates</u>								
Total	2,104.0	2,356.0	2,257.0	2,104.0	78.6	0.0	440.7	9
Field Office	197.0	14.0	0.0	769.2	78.6	0.0	170.1	9
Licensed Agents	1,907.0	2,341.0	2,257.0	1,907.0	0.0	0.0	263.4	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0	0.0	3.0	0.0	0.0	0.3	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
15b <u>b) Custom/Vanity plates/tags, i.e. Plates where the customers design their own alphanumeric and you need to ensure that the alphanumeric have not been used already.</u>								
Total	119.0	111.0	98.0	1,117.5	28.0	0.2	164.1	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Field Office	1.0	0.0	0.0	448.4	0.6	0.0	71.7	9
Licensed Agents	118.0	110.0	98.0	118.0	0.0	0.0	21.4	9
Web	0.0*	0.0	0.0	265.4	0.0	0.0	29.5	9
Telephone	0.0*	0.0	0.0	20.6	0.0	0.0	2.3	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0	0.0	330.9	0.0	0.0	38.0	9
Third Party Computer Readable	0.0*	0.0	0.0	5.3	0.0	0.0	0.6	9
<u>c) Disabled parking placard/permit/plate</u>								
Total	465.0	536.0	431.0	695.9	146.8	7.3	240.7	9
Field Office	410.1	0.0	12.0	695.9	64.9	0.0	192.5	9
Licensed Agents	43.0	521.0	419.0	104.0	0.0	0.0	18.7	9
Web	8.0	5.0	0.0	19.7	0.0	0.0	3.1	9
Telephone	3.0	4.0	0.0	5.8	0.0	0.0	1.0	9
Etellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.9	0.0	0.0	46.1	0.0	0.0	9.1	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
<u>d) Permits. For example trip permits which enable vehicles to travel within the jurisdiction for a short time without being registered, parking permits such as Sno-Park permits in Oregon, etc. Exclude all motor carrier permits such as IRP, trip, oversize and overweight. These are captured under Activity 5, questions 30 - 36. (000s)</u>								
Total	0.0	0.0	0.0	333.0	1.3	0.0	71.9	9
Field Office	0.0*	0.0*	0.0	282.0	0.0	0.0	62.7	9
Licensed Agents	0.0*	0.0*	0.0	51.0	0.0	0.0	5.9	9
Web	0.0*	0.0*	0.0	9.2	0.0	0.0	1.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Etellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
16 Investigations into possible vehicle and vessel registration and/or titling fraud?	651.00	664.00	675.00	3,734.00	146.00	0.00	688.67	9
17 How many reviews or audits of Dealers or Third Parties that can process titling/registration activities did you perform last year?	7,318.00	7,418.00	6,447.00	7,318.00	157.00	0.00	1,917.11	9
18 Of your titling/registration volume, how many are for salvage/junk or non repairable vehicles? (in 000's)	194.0	208.0	260.0	499.7	60.4	0.0	115.2	9
19 Of your total registrations above (Q13 & Q14), how many included payment of unpaid traffic and parking violations that you processed? (in 000's)	8.0	13.0	15.0	120.0	0.0	0.0	14.2	9
19.1 How many Uninsured Motorist Fee transactions did you process (if applicable - this fee gives the vehicle owner the right to not have insurance)? (in 000's)	0.0	0.0	0.0*	40.9	0.0	0.0	5.1	8
Activity 3 - Issuing Records								
20 Number of records issued in 000s								
<u>a) Driver Records issued</u>								
Total	20,760.0	11,286.0	8,647.0	151.6K	5.7K	0.0K	26.0K	9
Field Office	0.0*	0.0*	0.0	1,499.0	161.2	0.0	262.1	9
Licensed Agents	0.0*	11,286.0	8,647.0	2,204.0	0.0	0.0	244.9	9
Web	0.0*	0.0*	0.0	7,508.0	0.0	0.0	1,217.1	9
Telephone	0.0*	0.0*	0.0	669.6	0.0	0.0	98.7	9
E-tellers	0.0*	0.0*	0.0	0.3	0.0	0.0	0.0	9
Mail	1,453.0	0.0*	0.0	13,879.4	145.0	0.0	2,201.7	9
Third Party Computer Readable	19,307.0	0.0*	0.0	148.4K	0.0K	0.0K	22.0K	9
<u>b) Vehicle (tag & title) Records issued</u>								
Total	1,979.0	1,995.0	2,849.0	502.3K	0.0K	0.0K	56.9K	9
Field Office	0.0*	0.0*	0.0	379.0	0.2	0.0	45.1	9
Licensed Agents	0.0*	1,995.0	2,849.0	1.0	0.0	0.0	0.1	9
Web	0.0*	0.0*	0.0	6,882.0	0.0	0.0	764.7	9
Telephone	0.0*	0.0*	0.0	211.7	0.0	0.0	31.5	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	1,979.0	0.0*	0.0	1,979.0	15.5	0.0	264.8	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Third Party Computer Readable	0.0*	0.0*	0.0	501.9K	0.0K	0.0K	55.8K	9
<u>c) Accident Records issued</u>								
Total	264.0	264.0	340.0	264.0	7.9	0.0	51.9	9
Field Office	264.0	264.0	340.0	264.0	0.0	0.0	29.5	9
Licensed Agents	0.0*	0.0**	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	2.3	0.0	0.0	0.3	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	0.0*	0.0	127.1	0.0	0.0	22.1	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
21 How many electronic access points to your vehicle and driver records have you provided to other organizations or businesses? For example, California permits insurance companies to have electronic access to their records to aid in investigation of claims, provided that they adhere to state laws and regulations concerning access to those records. If 6 locations of 1 organization have electronic access, then this counts as 6 access points. (000s)	19,409	17,223	17,854	19,409	917	1	5,700	9
22 How many reviews or audits of compliance with your state laws and regulations concerning electronic access to your records did you conduct last year? Count by access points as above. (000s)	0.00	0.00	0.00	630.00	1.00	0.00	83.33	9
Activity 4 - Business Licensing & Regulation								
23 Business Licenses (all including dealers, manufacturers, driving schools, etc.)								
<u>a) New /original registrations</u>								
Total	1,683.0	972.0	1,631.0	3,011.0	456.0	0.0	890.6	9
Field Office	1,621.0	896.0	1,631.0	3,011.0	0.0	0.0	536.8	9
Licensed Agents	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	62.0	2.0	0.0	1,412.0	182.0	0.0	341.6	9
Third Party Computer Readable	0.0*	0.0	0.0	110.0	0.0	0.0	12.2	9
<u>b) Renewal and replacement registrations</u>								
Total	13,198.0	10,680.0	12,369.0	29,701.0	3,255.0	0.0	6,230.9	9
Field Office	12,333.0	9,899.0	12,396.0	29,701.0	0.0	0.0	5,116.6	9
Licensed Agents	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	865.0	138.0	0.0	4,161.0	465.0	0.0	1,114.2	9
Third Party Computer Readable	0.0*	0.0	0.0	1.0	0.0	0.0	0.1	9
24 Salesperson & Instructor licenses								
<u>a) New /original registrations</u>								
Total	0.0	6.0	0.0	27,170.0	62.0	0.0	3,978.4	9
Field Office	0.0*	0.0*	0.0	27,170.0	0.0	0.0	3,024.8	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	6.0	0.0	6,589.0	0.0	0.0	907.2	9
Third Party Computer Readable	0.0*	0.0*	0.0	418.0	0.0	0.0	46.4	9
<u>b) Renewal and replacement registrations</u>								
Total	498.0	500.0	0.0	26,012.0	491.0	0.0	6,230.0	9
Field Office	0.0*	0.0*	0.0	26,012.0	0.0	0.0	2,912.4	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Mail	498.0	500.0	0.0	23,502.0	106.0	0.0	3,316.6	9
Third Party Computer Readable	0.0*	0.0*	0.0	9.0	0.0	0.0	1.0	9
25 Dealer license tags/plates								
<u>a) New /original issuance</u>								
Total	17,606.0	18,408.0	25,520.4	21,015.0	2,983.0	0.0	6,387.7	9
Field Office	0.0*	0.0	0.0	3,667.0	0.0	0.0	587.6	9
Licensed Agents	17,596.0	18,390.0	25,520.4	17,596.0	0.0	0.0	1,959.3	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	10.0	0.0	0.0	7,926.0	0.0	0.0	1,505.9	9
Third Party Computer Readable	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
<u>b) Renewal and replacement registrations</u>								
Total	88,615.0	85,460.0	118,479.6	88,615.0	3,845.0	0.0	15,488.4	9
Field Office	0.0*	0.0	0.0	5,195.0	0.0	0.0	728.7	9
Licensed Agents	88,523.0	85,416.0	118,479.6	88,523.0	0.0	0.0	9,835.9	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	91.0	0.0	0.0	27,410.0	0.0	0.0	4,923.8	9
Third Party Computer Readable	0.0*	8.0	0.0	0.0	0.0	0.0	0.0	9
26 Other Volume measures:								
Total number of complaints re:								
a) Businesses that you license?	4,954.00	4,253.00	4,565.00	5,811.00	1,720.00	0.00	2,160.00	9
b) Individuals that you license? (such as driving instructors)	0.00	0*	0*	295.00	0.00	0.00	48.11	9
27 Total number of investigations:								
a) Businesses that you license?	4,918.00	4,253.00	4,565.00	4,918.00	1,812.00	0.00	1,858.22	9
b) Individuals that you license? (such as driving instructors)	0.00	0*	0*	195.00	0.00	0.00	25.00	9
28 Total number of investigations that resulted in:								
a) Suspended/revoked/withheld business license?	49.00	175.00	138.00	111.00	15.00	0.00	26.22	9
b) Suspended/revoked/withheld individual license?	0*	0*	0*	698.00	0.00	0.00	82.78	9
c) Fines?	78.00	67.00	67.00	78.00	29.00	0.00	30.22	9
d) Other sanctions that you track? (describe)	791.00	0*	0.00	791.00	0.00	0.00	129.11	9
Emergency Suspension Orders Bond & Garage Liability								
Cancellations/Cancellation of Dealer License - Voluntary Relinquishments								
29 Hearings related to the businesses (for e.g., dealers, distributors, etc.), or salesperson or instructors that you license.	21.00	19.00	24.00	549.00	15.00	0.00	131.56	9
Activity 5 - Motor Carrier Services								
30 International Registration Plan (IRP) Volumes in 000s								
<u>a) New /original and supplemental</u>								
Total	18.0	18.0	0.0	18.0	7.8	0.0	7.8	9
Field Office	17.0	8.3	0.0	17.0	3.5	0.0	5.5	9
Licensed Agents	1.0	0.7	0.0	1.0	0.0	0.0	0.1	9
Web	0.0*	0.0	0.0	0.2	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	9.0	0.0	16.6	0.0	0.0	2.1	9
Third Party Computer Readable	0.0*	0.0	0.0	0.8	0.0	0.0	0.1	9
<u>b) Renewal and replacement</u>								
Total	36.0	34.0	41.0	36.0	14.0	0.0	14.2	9
Field Office	32.0	16.0	19.3	32.0	0.0	0.0	9.4	9
Licensed Agents	4.0	0.3	0.4	4.0	0.0	0.0	0.4	9
Web	0.0*	0.0	0.0	4.3	0.0	0.0	0.5	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	17.7	21.3	14.0	0.0	0.0	3.7	9
Third Party Computer Readable	0.0*	0.0	0.0	1.2	0.0	0.0	0.1	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
31 Single State Registration System (SSRS) in 000s								
<u>a) New /original & supplemental SSRS permits</u>								
Total	0.0	0.0	0.0	30.7	0.0	0.0	3.4	9
Field Office	0.0*	0.0*	0.0	30.7	0.0	0.0	3.4	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	0.0*	0.0	0.1	0.0	0.0	0.0	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
<u>b) Renewal & replacement SSRS permits</u>								
Total	0.0	0.0	0.0	15.3	0.0	0.0	1.7	9
Field Office	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	0.0*	0.0	15.3	0.0	0.0	1.7	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
32 Intra-state commercial vehicle operator permit in 000s								
<u>a) New /original & supplemental operator permits</u>								
Total	0.0	0.0	0.0	20.4	0.0	0.0	3.4	9
Field Office	0.0*	0.0*	0.0	1.7	0.0	0.0	0.2	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	0.0*	0.0	20.4	0.0	0.0	3.2	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
<u>b) Renewal & replacement operator permits</u>								
Total	0.0	0.0	0.0	64.1	0.0	0.0	7.9	9
Field Office	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail	0.0*	0.0*	0.0	64.1	0.0	0.0	7.9	9
Third Party Computer Readable	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
33 Oversize or overweight permits in 000s. These are permits that allow the motor carrier to exceed their size limit for a certain trip, a certain time period, certain route, etc. Sometimes they are called hauling and superload permits.								
Total	0.0	0.0	0.0	119.3	0.0	0.0	33.8	9
Field Office	0.0*	0.0*	0.0	84.5	0.0	0.0	9.4	9
Licensed Agents	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Web	0.0*	0.0*	0.0	21.3	0.0	0.0	2.4	9
Telephone	0.0*	0.0*	0.0	61.9	0.0	0.0	6.9	9
E-tellers	0.0*	0.0*	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0*	0.0	17.2	0.0	0.0	1.9	9
3rd Party Computer Readable	0.0*	0.0*	0.0	119.3	0.0	0.0	13.3	9
34 Motor carrier trip permits for travel within your jurisdiction for a short time without being registered in 000s. Do not include non-motor carrier trip permits. These are asked for separately in question 15d.								
Total	8.1	9.0	10.0	10.5	5.7	0.0	4.2	9
Field Office	8.1	9.0	10.0	10.5	0.0	0.0	2.1	9
Licensed Agents	0.0*	0.0	0.0	7.0	0.0	0.0	0.8	9
Web	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Telephone	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
E-tellers	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9
Mail or Fax	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
3rd Party Computer Readable	0.0*	0.0	0.0	6.6	0.0	0.0	1.4	9
35 Audit or review of motor carrier operators to ensure compliance with requirements of their programs (such as IRP)	422.00	325.00	369.00	2,307.00	67.00	0.00	403.11	9
36 a) Suspensions, revocations, refusals to issue & cancellations of motor carrier operator permit (inter & intra) for all reasons	0.00	0.00	0.00	462.00	0.00	0.00	89.11	9
b) Suspensions of motor carrier vehicles for all reasons including non compliance with IRP requirements	0.00	0.00	0.00	6,700.00	9.00	0.00	792.56	9
Activity 6 - Weigh Stations								
37 What were your total volumes, in 000s, of trucks:								
a) Screened for weight and size dimensions	0.0*	0.0*	0.0*	17,262.7	0.0	0.0	1,946.3	9
b) Inspected for safety	0.0*	0.0*	0.0*	172.6	0.0	0.0	19.8	9
c) Reviewed for compliance of credential requirements (such as logbook)	0.0*	0.0*	0.0*	172.6	0.0	0.0	19.2	9
d) Given an 'out of service' designation per CVSA (Commercial Vehicle Safety Alliance) as a result of safety violations	0.0*	0.0*	0.0*	17.2	0.0	0.0	2.1	9
Activity 7 - Education Programs								
38 What were your total volumes, in 000s, of:								
a) Driver education and other education sessions (including auto theft prevention) you offered?	69,929.00	71,260.00	69,204.00	69,929.00	21.00	0.00	7,886.00	9
b) How many total instructional hours?	5,047,476.0	5,144,281.0	4,998,384.0	5,047.5K	0.1K	0.0K	563.1K	9
c) Total number of people enrolled in the courses?	1,050,303.0	1,060,061.0	1,029,717.0	1,050.3K	0.7K	0.0K	120.6K	9
d) Grants for education, safety programs, etc. you applied for? (000s)	2.00	2.00	4.00	2.00	0.00	0.00	0.67	9
e) Grants awarded? (000s)	2.00	2.00	4.00	2.00	0.00	0.00	0.67	9
Activity 8 - Driver Monitoring								
39 What were your total volumes, in 000s, of:								
a) <u>License suspensions, revocations & cancellations (administrative as well as by the courts)? If the same driver gets suspended more than once, count each suspension.</u> Total	1,841.5	1.8	1,471.0	1,841.5	259.6	18.4	601.4	9
b) <u>License reinstatements?</u> Total	1,369.4	0.9	351.0	1,369.4	235.0	2.8	446.2	9
c) <u>Restricted or hardship licenses?</u> Total	277.1	0.0	24.0	1,862.3	59.9	0.0	338.6	9
d) <u>Hearings conducted (hardship, probationary, etc.)?</u> Total	38.8	0.0	37.0	77.1	6.9	0.0	18.4	9
e) <u>Convictions/Clearances/Affidavits including failure to appear, failure to pay, failure to collect, etc. posted to driver records ?</u> Total	3,608.4	5.7	4,134.0	7,520.2	1,028.5	0.0	1,801.6	9
f) <u>Accident reports processed?</u> Total	281.0	0.2	266.0	1,597.4	118.1	0.0	259.5	9
Activity 9 - Insurance Monitoring								
40 What were your total volumes, in 000s, of:								
a) Intentionally Omitted								
b) Intentionally Omitted								
c) Vehicle registration or Driver License Suspension Notices processed (for non compliance with insurance requirements)	489.6	478.1	518.0	489.6	162.0	0.0	214.1	9
d) Lapse of Insurance Coverage suspension either to Driver or Vehicle processed [a notification to the customer of a suspected lapse in insurance coverage. If the customer does not respond with new insurance information within the time allotted, then a suspension is usually processed - see a) above]	714.5	728.0	815.0	714.5	308.0	8.6	308.8	9
e) SR22 and/or SR26 and/or FR19 or other types of proof of insurance forms processed. [These are generally hardcopy forms]	196.0	135.4	119.0	782.1	259.0	0.0	314.5	9
Activity 10 - Contact Center								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
41 What were your total volumes in 000s of: a) Email enquiries from customers? b) Written/fax correspondence general enquiries from customers?	69.5 64.0	116.0 8.0	148.0 4.7	170.0 1,440.5	39.2 5.0	0.5 0.0	50.8 177.7	9 9
C. Revenues								
Activity 1 - Driver Licensing								
42 a) Non-commercial drivers licensing fee revenues (all types including motorcycles, etc). Include the fees received for road tests, learner's permit, written tests, etc. b) Commercial drivers licensing fee revenues (all types). Include the fees received for road tests, written tests, etc. c) ID cards d) Other driver licensing activity revenues (We do not expect any). Describe below. Do not include license reinstatement, restriction or reissue fees. These belong in the Driver Monitoring activity, Q55 n/a	\$72,971 \$9,344 \$5,806 \$0	\$69,285 \$9,296 \$5,401 \$5,607	\$68,095 \$9,310 \$4,805 \$6,368	166.7K \$10,692 \$23,756 \$757	33.3K \$2,159 \$2,277 \$0	4.2K \$266 \$496 \$0	47.3K \$3,397 \$4,942 \$97	9 9 9 9
Total Driver Licensing Revenues	\$88,121	\$89,589	\$88,578	201.1K	37.4K	5.3K	55.7K	9
Activity 2 - Titling & Registration								
44 Non-commercial vehicles & vessels for: a) Titling b) Registrations (new, transfers, renewal, replacements)	\$183,039 \$1,056,104	\$193,722 \$1,067,274	\$188,212 \$1,023,038	183.0K 1,477.3K	26.5K 206.3K	0.0K 22.8K	44.9K 406.6K	9 9
45 Commercial Vehicles & Vessel fees for: a) Titling b) Registrations (new, transfers, renewal, replacements)	\$0 \$0	\$0 \$0	\$0 \$0	\$3,443 \$75,784	\$0 \$0	\$0 \$0	\$430 \$14,100	8 9
46 All other revenues from Vehicle and Vessel Titling and Registration activities including: • Temporary tags/plates • Custom/Vanity tags/plates • Permits such as disability placards and non-motor carrier vehicle trip permits, etc. Do not include sales tax, excise tax, etc. except the portion retained by your agency, if any. Describe major revenues below: Missing	\$7,739	\$3,480	\$3,152	\$36,377	\$7,739	\$0	\$10,584	9
Total Vehicle and Vessel Titling and Registration Revenues	\$1,246,882	\$1,264,526	\$1,214,402	1,571.2K	253.4K	22.8K	478.3K	9
Activity 3 - Issuing Records								
47 Fees for issuing: a) Driver Records b) Vehicle (tag & title) Records c) Accident Records d) All other revenues from Issuing Records (or all revenues if you cannot provide a breakdown of the revenues by type of record above). Describe major revenues below: Missing	\$26,286 \$978 \$651 \$1,955	\$27,440 \$1,004 \$649 \$1,410	\$25,566 \$1,434 \$681 \$1,652	\$29,626 \$3,112 \$651 \$59,004	\$13,898 \$731 \$0 \$0	\$1,371 \$0 \$0 \$0	\$15,064 \$836 \$94 \$7,424	9 9 9 9
Total Issuing Records Revenues	\$29,870	\$30,503	\$29,333	\$66,556	\$24,267	\$1,371	\$23,417	9
Activity 4 - Business Licensing & Regulation								
48 Fees for issuing new, renewal and replacement: a) Business Licenses b) Individual or Salesperson Licenses c) Registration for Dealer tags/plates	\$1,605 0.0* \$1,136	\$1,548 0.0* \$1,120	\$1,547 0.0* \$1,116	\$1,902 \$2,022 \$7,013	\$676 \$0 \$196	\$0 \$0 \$0	\$787 \$308 \$1,177	9 9 9
49 All other Business Licensing & Regulation activity revenues including settlements and fines. Describe major revenues below: n/a	\$0	\$0	\$0	\$6,635	\$100	\$0	\$861	9
Total Business Licensing and Regulation Revenues	\$2,741	\$2,668	\$2,663	\$9,768	\$2,415	\$0	\$3,133	9
Activity 5 - Motor Carrier Services								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
50 What was your jurisdiction's share of fees from the following multi-jurisdictional programs? Include your share of fees received from other jurisdictions. Do not include amounts disbursed to other jurisdictions. Do not include taxes collected. a) International Registration Plan (IRP) registration b) Single State Registration System (SSRS) c) IFTA registration fees	\$50,816 0.0*	\$76,718 0.0*	\$70,155 0.0*	151.2K \$2,443	28.0K \$0	0.0K \$0	39.9K \$453	9 9
	\$44,415	\$48,662	\$51,073	\$44,415	\$0	\$0	\$5,102	9
51 Fees from: a) Intra-state commercial operator permits b) Oversize/overweight/hauling/superload permits c) Motor carrier trip permits	\$0 0.0* \$401	\$0 0.0* \$547	\$0 0.0* \$558	\$11,043 \$6,036 \$401	\$0 \$0 \$49	\$0 \$0 \$0	\$1,380 \$671 \$94	8 9 8
52 All other Motor Carrier Services activity fees and revenue (describe below). Do not include Motor Carrier taxes collected such as IFTA, dyed fuel taxes, etc. These revenues belong in Non-Comparable activities, Q57 n/a Total Motor Carrier Services Revenues Activity 6 - Weigh Stations	\$0 \$95,632	\$388 \$126,315	\$0 \$121,786	\$21 163.1K	\$0 31.7K	\$0 0.0K	\$2 47.4K	9 9
53 All Weigh Station, including mobile unit, revenues that you process and collect from the customer. For example, some systems collect fines for citations (overweight & oversize) and violations (safety, credentials). Total Weigh Station Revenues	\$0 \$0	0.0* \$0	0.0* \$0	\$9,869 \$9,869	\$0 \$0	\$0 \$0	\$1,097 \$1,097	9 9
Activity 7 - Education Programs								
54 a) Driver education course fees b) All other Education Program revenues including grants received Total Education Program Revenues Activity 8 - Driver Monitoring	\$2,713 \$1,610 \$4,323	\$5,010 \$2,443 \$7,453	\$3,212 \$2,246 \$5,458	\$2,713 \$1,610 \$4,323	\$0 \$0 \$225	\$0 \$0 \$0	\$525 \$207 \$733	9 9 9
55 a) License reinstatement, restriction & reissue fees b) All other Driver Monitoring activity revenues Total Driver Monitoring Revenues Activity 9 - Insurance Monitoring	\$21,597 0.0* \$21,597	\$21,149 0.0* \$21,149	\$21,693 0.0* \$21,693	\$21,597 \$11,825 \$31,790	\$10,919 \$0 \$11,433	\$0 \$0 \$0	\$9,353 \$1,968 \$11,321	9 9 9
56 a) Reinstatement fees and penalties for lapsed or no insurance coverage b) Uninsured motorist fee (if applicable - this fee gives the vehicle the right to not have insurance) c) All other Insurance Monitoring activity revenues Total Insurance Monitoring Revenues Total Contact Center Revenues Activity 11 - Non Comparable Activities	\$28,116 0.0* \$3,036 \$31,152 \$0	\$28,830 0.0* \$3,401 \$32,231 \$0	\$26,943 0.0* \$3,430 \$30,373 \$0	\$28,116 \$26,618 \$6,645 \$31,666 \$0	\$1,622 \$0 \$0 \$12,221 \$0	\$0 \$0 \$0 \$0 \$0	\$9,285 \$3,680 \$1,400 \$14,364 \$0	9 9 9 9 9
57 a) All Revenues from Non-comparable activities (list below) a) n/a b) n/a c) n/a Total Non-comparable activity revenues Total governance revenues Total Revenues	0.0* \$0 \$0 \$1,520,317	0.0* \$0 \$0 \$1,574,046	\$0 \$0 \$0 \$1,514,286	\$22,598 \$22,598 \$0 2,043.5K	\$0 \$0 \$0 369.9K	\$0 \$0 \$0 32.4K	\$4,687 \$5,299 \$0 640.2K	9 9 9 9
58 Please provide us with the following fee revenue per transaction and indicate the renewal period. In all cases, please provide us with your most common transaction if you have more than one class and most common renewal period if you have a choice: Fee revenue per transaction: a) Driver's License New b) Driver's License Renewal	\$20 \$15	\$20 \$15	\$20 \$15	\$66 \$66	\$26 \$26	\$13 \$13	\$34 \$29	9 9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
c) Commercial Driver's License New	\$50	\$50	\$50	\$117	\$50	\$28	\$61	9
d) Commercial Driver's License Renewal	\$50	\$50	\$50	\$117	\$50	\$20	\$51	9
e) Photo ID card New	\$3	\$3	\$3	\$29	\$15	\$3	\$15	9
f) Vehicle Registration Passenger cars	\$36	\$36	\$36	\$128	\$40	\$20	\$53	9
g) Vehicle Registration Trucks	\$46	\$46	\$46	\$299	\$31	\$0	\$74	7
h) Title (New/Transferred)	\$29	\$29	\$32	\$55	\$23	\$10	\$24	9
i) Motor Vehicle Records (driver, vehicle, accident, etc.)-non certified	\$12	\$1	\$1	\$39,575	\$7	\$2	\$4,405	9
Renewal period (in years) per transaction:								
a) Driver's License New	6.0	6.0	6.0	8.0	5.0	5.0	5.6	9
b) Driver's License Renewal	6.0	6.0	6.0	8.0	5.0	5.0	5.6	9
c) Commercial Driver's License New	6.0	6.0	6.0	7.0	5.0	4.0	5.1	9
d) Commercial Driver's License Renewal	6.0	6.0	6.0	8.0	5.0	4.0	5.2	9
e) Photo ID card New	6.0	6.0	6.0	8.0	5.0	4.0	5.4	9
f) Vehicle Registration Passenger cars	6.0	6.0	6.0	6.0	2.0	1.0	2.1	9
g) Vehicle Registration Trucks	6.0	6.0	6.0	6.0	1.0	1.0	2.0	7
59 Total Expenses per your Financial Statements before any reductions for revenues or fees received for your most recent fiscal year:	\$415,444	\$400,314	\$368,324	771.1K	73.4K	39.4K	200.2K	9
60 Costs, of other agencies whose volumes are being included on this survey. For example, Virginia DMV is also including the costs and volumes of a sister agency, the Motor Vehicle Dealer Board, because it performs part of Activity 4 - Business Licensing and Regulation.								
a n/a	n/a	n/a	\$0	\$7,657	\$1,867	\$0	\$3,175	3
b n/a	n/a	n/a	\$0	\$571	\$571	\$571	\$571	1
c n/a	n/a	n/a	\$0	\$660	\$660	\$660	\$660	1
d n/a	n/a	n/a	\$0	\$26,065	\$26,065	\$26,065	\$26,065	1
61 Costs, if any, not included in your financial statements that relate to motor vehicle administration activities. Possible examples include:								
In all of these cases, costs for these services should be estimated and included here.								
a County Retained Fees for DMV and DDL	\$88,819	\$118,337	\$113,411	\$88,819	\$7,926	\$283	\$26,238	4
b Retained license 3rd party record fees	\$5,708	\$6,641	\$5,746	\$14,089	\$5,708	\$3,786	\$7,861	3
c Retained license agency fees for Tax Collectors	\$2,168	\$1,542	\$1,492	\$6,974	\$2,168	\$855	\$3,332	3
d Mail Contract with FL Dept of Revenue	\$100	\$100	\$177	\$100	\$100	\$100	\$100	1
63 Total Motor Vehicle Administration Costs	\$512,238	\$526,934	\$489,149	771.1K	94.9K	39.2K	219.7K	9
64 How many full-time equivalent employees (FTEs) are in your organization that correspond to your Total Motor Vehicle Administration Costs in Q63 above?	4,959	4,935	4,801	8,822	1,674	396	2,489	9
65 What were your total Information Technology/Systems (IT/IS) cost and staffing?								
a) IT/IS Costs	\$33	\$29,808	\$29,110	\$95,759	\$4,286	\$2	\$18,087	9
b) IT /IS Staff	192	192	192	443	65	15	110	9
66 The following two totals are calculated for you using your responses to questions 63, 64 and 65.								
67 Please refer to Appendix B.								
68 Please refer to Appendix B.								
69 How many physical locations providing staff-assisted driver licensing and/or vehicle registration ("customer service centers") do you operate. Include mobile units if applicable?	134	137	120	184	65	5	71	9
71 Do you have any physical locations that are separate from customer service centers for:								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
a) Motor Carrier services such as new and renewal International Registration Plan permits? # Locations	No n/a	No n/a	No n/a	13%Yes / 88%No 1	1	1	1	8 1
b) Business licensing and inspection? # Locations	No n/a	No n/a	No n/a	29%Yes / 71%No 9	5	0	5	7 2
c) Drivers license or vehicle registration hearings? # Locations	No n/a	Yes 13	Yes 8	57%Yes / 43%No 9	3	1	4	7 4
d) Other (describe below) n/a	No n/a	No n/a*	No n/a	29%Yes / 71%No 16	9	1	9	7 2
# Locations								
72 At how many different physical locations that are staffed and operated by you (do not include locations of licensed agents, kiosks, etc. - these are captured later in the survey) can customers perform the following transactions:								
a) Driver road tests for private drivers (non-CDL)?	88	90	95	175	62	1	60	9
b) Driver road tests for commercial drivers (CDL)?	6	6	6	39	13	1	16	9
c) Licenses that require a new picture to be taken?	121	124	109	176	64	4	69	9
d) Renewal or replacement licenses that do not require new picture to be taken?	0	0	1	176	63	0	55	9
e) Vehicle Titling, tag, new registration	12	13	13	180	18	1	48	9
f) Vehicle registration renewals	12	13	4	180	18	1	49	9
g) Obtain Vehicle (tag & title) Records?	12	1	2	181	18	1	49	9
h) Motor Carrier services such as new and renewal International Registration Plan permits?	1	1	1	74	1	1	14	6
i) Attend administrative hearings (such as hearings regarding license suspensions)	45	33	43	57	5	1	16	8
j) Business Licenses (new question - if not provided assumed the same number as Licenses that require a new picture to be taken)?	12	10	13	69	1	0	12	9
73 How many of your customer service centers have customer servicing hours per week of:								
a) Less than 35 hours?	6	6	15	11	3	0	5	9
b) More than or equal to 35 hours but less than 40 hours?	1	2	5	3	0	0	0	9
c) More than or equal to 40 hours but less than 45 hours?	34	105	90	123	40	5	44	9
d) More than or equal to 45 hours but less than 50 hours?	74	6	9	74	6	0	20	9
e) More than or equal to 50 hours?	8	5	5	8	0	0	1	9
Total number of service centers	123	124	124	184	64	5	70	9
73.1 What percentage of your customer service centers have extended operating hours (i.e., operating hours outside of the standard business hours of M-F 9 to 5 p.m.)?	100%	100%	95%	100%	78%	0%	64%	9
73.2 What percentage of your customer service centers offer parking facilities?	100%	100%	100%	100%	100%	1%	86%	9
74 Do you have an 'Information Desk' in most of your customer service centers? Information Desks help confirm that your desired transaction can be done at the location and help direct you to the correct window or line-up.								
If yes:	Yes	Yes	Yes	100%Yes / 0%No				9
a) What is the average wait time at Information Desks?	unknown	unknown	unknown	5	5	1	4	9
b) Is it mandatory to go to an Information Desk before waiting for a customer service representative?	Yes	Yes	Yes	100%Yes / 0%No				9
75 What is the average wait time for a customer service representative? Do not include the wait time for the Information Desk, which has already been captured in Q66. (For most jurisdictions this is the time from when the customer obtains a customer traffic management ticket until reaching the customer service agent)	15	15	15	38	19	5	21	9
75.1 Approximately what percentage of your customers are served (including wait time and time to complete the transactions that they came for) at customer service windows in:								
a) under 10 minutes	unknown	40%	37%	76%	30%	0%	31%	9
b) 10-20 minutes	92%	20%	22%	92%	23%	0%	28%	9
c) 21-30 minutes	unknown	10%	12%	65%	16%	0%	18%	9
d) over 30 minutes	8%	30%	29%	50%	18%	0%	22%	9
76 Can customers phone, or visit your website to find out the current wait time at different customer service centers?	No	No	No	22%Yes / 78%No				9
77 Do you have separate windows or customer service representatives for different transactions?	Yes	Yes	Yes	89%Yes / 11%No				9
If yes:								

Survey Question		You 2007	You 2006	You 2005	Peers 2007				
					Max.	Median	Min.	Avg	Count
a	Those with an appointment regardless of service type								
b	Without appointment - Quick service transactions, renewals, duplicates								
c	Without appointment - All other transactions								
d	n/a								
e	n/a								
78	What percentage of transactions at customer service centers are completed in one visit? If the customer walks out with usable 'temporary documents' such as a temporary license, treat the transaction as completed provided that nothing more is required from the customer.	100%	100%	100%	100%	53%	53%	68%	9
79	What percentage of your customer service centers have real time access to vehicle and driver records?	100%	100%	100%	100%	100%	99%	100%	9
80	Do your customer service centers issue license and ID cards in temporary or permanent format? If temporary: a) In how many days, do these temporary drivers' license expire? b) Approximately, what percentage of your permanent documents are received by the customers before the temporary documents expire?	Permanent	Temporary	y/permanent	38%Temporary / 63%Permanent				8
	a)	90	60	30	90	60	10	53	5
	b)	100%	100%	99%	100%	95%	93%	97%	5
81	Did you survey customer satisfaction with their experience at customer service centers? If yes: a) Do you conduct surveys only with customers who visited a customer service center within 2 weeks or less of the surveying date? b) How frequently do you survey? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1) c) Does your survey ask about the specific transactions performed by the client (e.g. getting a driver's license, arranging for vehicle title transfer, etc.)? d) Does the survey identify the specific customer service center that the customer visited. e) How many customer service centers were included in the satisfaction surveying? For example, if clients from only one-quarter of your service centers were included in the surveying samples, then the proportion is 25%.	Yes	Yes	Yes	89%Yes / 11%No				9
	a)	Yes	Yes	Yes	63%Yes / 13%No / 25%Some				8
	b)	250	250	250	250	4	1	66	8
	c)	Yes	Yes	Yes	63%Yes / 38%No / 0%Some				8
	d)	Yes	Yes	Yes	75%Yes / 25%No				8
	e)	100%	100%	95%	100%	100%	74%	96%	8
82	Do you have measures that describe the proximity of clients to your Customer Service Centers. For example, 90% of population is within 1 hour drive from a Driver Examination Center. If yes: a) n/a b) n/a c) n/a	No	No	No	33%Yes / 67%No				9
83	How many physical locations are operated by: a) Licensed Agents? b) Ancillary Agents where motor vehicle administration is an ancillary business at the location? For example, in some jurisdictions, customers can get their vehicle registered at a licensed agent located within a hardware store. Total	326 0 326	618 0 618	609 0 609	1,033 514 1,569	47 7 88	0 0 0	206 90 276	8 9 9
84	At how many Licensed Agents (per Q83) can customers perform the following transactions. Note: In the original survey most of the questions that follow only related to 'Primary', we have changed it to reflect both Ancillary and Primary now: a) Driver road tests for private drivers (non-CDL)? b) Driver road tests for commercial drivers (CDL)? c) Licenses that require a new picture to be taken? d) Renewal or replacement licenses that do not require new picture to be taken? e) Vehicle titling, tag, new registration f) Vehicle registration renewals g) Obtain Vehicle (tag & title) Records? h) Motor Carrier services such as new and renewal International Registration Plan permits? i) Attend administrative hearings (such as hearings regarding license suspensions)	88 0 88 0 326 326 326 1 0	71 262 70 0 282 282 282 1 0	225 115 61 0 285 285 285 1 0	88 514 88 0 1,033 1,033 326 1 0	44 0 0 0 326 121 69 1 0	0 0 0 0 50 7 0 1 0	44 171 21 0 455 270 102 1 0	2 3 5 2 5 6 6 1 4
85	If you answered yes to c) or d) above, do your Licensed Agents issue licenses in temporary or permanent format?	Permanent	Permanent	Permanent	0%Temporary / 100%Permanent				2

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
If temporary: a) Approximately, what percentage of your permanent licenses are received by the customers before the temporary documents expire?	100%	100%	99%	100%	100%	100%	100%	1
86 How many Licensed Agents (per Q83) have customer servicing hours per week of:								
a) Less than 35 hours?	3	3	1	1,569	1	0	185	9
b) More than or equal to 35 hours but less than 40 hours?	11	338	2	12	0	0	3	9
c) More than or equal to 40 hours but less than 45 hours?	283	256	584	283	6	0	59	9
d) More than or equal to 45 hours but less than 50 hours?	22	17	18	22	0	0	5	9
e) More than or equal to 50 hours?	7	4	4	7	0	0	1	9
86.1 What percentage of your Licensed Agents have operating hours that are during non-standard business hours (i.e., M-F 9 to 5 p.m.)?	0%	0%	98%	100%	0%	0%	24%	9
86.2 What percentage of your Licensed Agents offer parking facilities?	100%	100%	100%	100%	100%	0%	56%	9
87 Do you monitor wait times at Licensed Agents?	No	No	No	0%Yes / 100%No				7
If yes:								
a) What is the average wait time in minutes at the Information Desk (if applicable)?	n/a	n/a	n/a					0
b) What is the average wait time for a customer service representative? Do not include the wait time for the Information Desk, which has already been captured in a).	n/a	n/a	n/a					0
88 Do you have a service agreement with your Licensed Agents?	Yes	Yes	Yes	88%Yes / 13%No				8
89 Do you conduct inspections and review your Licensed agents to ensure that they are complying with your requirements?	Yes	Yes	Yes	75%Yes / 25%No				8
a) If yes, how many Licensed Agents did you inspect last year?	2	10	0	10,700	71	2	1,835	6
90 a) Do you survey customers directly with regard to their experience at Licensed Agents?	No	No	No	13%Yes / 88%No				8
b) Do you require your Licensed Agents to survey customers with regard to their experience at Licensed Agents, and do you review the results (answer 'no' if you require the surveys, but do not review them)?	No	No	No	13%Yes / 88%No				8
If yes:								
c) Is the survey conducted only with customers who visited the licensed agent within 2 weeks or less of the surveying date?	n/a	n/a	n/a	100%Yes / 0%No				1
d) How frequently is the surveying done? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1)	n/a	n/a	n/a	250	250	250	250	1
d.1) Does your survey ask about the specific transactions performed by the client (e.g. getting a driver's license, arranging for vehicle title transfer, etc.)?	n/a	n/a	n/a	0%Yes / 100%No				2
d.2) Does the survey identify the specific Licensed Agent that the customer visited.	n/a	n/a	n/a	50%Yes / 50%No				2
e) How many Licensed Agents were included in the satisfaction surveying? For example, if clients from only one-quarter of your licensed agents were included in the surveying samples, then the proportion is 25%.	n/a	n/a	n/a	100%	100%	100%	100%	1
91 What percentage of your Licensed Agents have real time data access to your driver and vehicle records?								
a) Primary Agents	100%	100%	100%	100%	100%	0%	72%	5
b) Ancillary Agents	n/a	n/a	n/a	100%	67%	0%	56%	6
91.1 Which of the following best describes how you compensate Licensed Agents?								
Primary								
a) A combination of an annual stipend or fixed fee plus a fee based transaction volumes?	No	No	No	0%Yes / 100%No				5
b) A fee based on % of revenue collected?	No	No	No	20%Yes / 80%No				5
c) An annual stipend or fixed fee	Yes	Yes	Yes	40%Yes / 60%No				5
d) Other (describe)								
n/a								
Ancillary								
a) A combination of an annual stipend or fixed fee plus a fee based transaction volumes?	n/a	n/a	n/a	0%Yes / 100%No				5
b) A fee based on transaction volumes?	n/a	n/a	n/a	20%Yes / 80%No				5
c) An annual stipend or fixed fee	n/a	n/a	n/a	0%Yes / 100%No				5

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
92 Do customers need a Personal Identification Number (PIN) to be able to effect transactions (for example, book road test, change address, registration renewals, etc.) over your website? If yes: a) renew their vehicle registration b) renew their drivers' license c) change address d) book a road test e) If yes to a) or b), do you send out the PIN/access code with the renewal notice?	Some	Some	Yes	11%Yes / 22%No / 67%Some				9
	Yes	Yes	Yes	71%Yes / 29%No				7
	No	No	No	50%Yes / 50%No				4
	No	No	No	60%Yes / 40%No				5
	No	No	No	25%Yes / 75%No				4
	Yes	Yes	Yes	83%Yes / 17%No				6
93 If the customer forgets or loses their PIN/access code, how long on average, in days, does it take until you send them a new PIN number? (Same day = 0.)	0	0	0	7	1	0	3	5
94 How long on average, in days, does it takes from the time the customer conducts their transaction on the web, until the time the document that the customer has requested is mailed? a) driver services transactions b) tag & title transactions	3 1	5 n/a	5 1	15 9	2 1	1 1	3 3	9 7
95 Do you survey customer satisfaction with respect to their experience transacting through the web? If yes: a) Do you send the survey only to customers who had performed a transaction on your website within 2 weeks or less of the surveying date? b) How frequently do you survey? (daily or continuous = 250, weekly = 52, monthly = 12, annually = 1)	Yes No 250	No n/a n/a	No n/a n/a	56%Yes / 44%No				9
				60%Yes / 40%No				5
				250	250	2	200	5
96 Intentionally Omitted								
97 Can the following fee transactions be done entirely over the phone ? If yes: a) Driver services transactions (such as license renewal) b) Tag and Title transactions such as (Tag/plate renewal) c) Vehicle/Drivers records	Yes Yes No	Yes Yes No	Yes Yes No	25%Yes / 75%No				8
				57%Yes / 43%No				7
				25%Yes / 75%No				8
97.1 How long on average, in days, does it take from the time the customer conducts their transaction over the telephone, until the time the document that the customer has requested is mailed? a) driver services transactions b) tag & title transactions c) Vehicle/Drivers records	6 1 n/a	5 1 n/a	5 1 n/a	6 2 2	4 2 2	2 1 1	4 2 2	2 4 2
97.2 Can these transactions be completed through: a) Customer service representatives? b) Automated attendant or IVR? c) If you answered 'yes' to a) and b) estimate the approximate percentage of telephone fee transactions that are done through customer service representatives?	Yes Yes new	Yes Yes n/a	Yes Yes 1%	33%Yes / 67%No				6
				83%Yes / 17%No				6
								0
98 Do you have Electronic Tellers (self-service machines) that customers can access to do transactions with you? If yes: a) How many do you have? b) How many are in locations other than the locations of customer service centers and licensed agents? c) How many are in locations that the customers can access 24/7?	No n/a n/a n/a	No n/a n/a n/a	No n/a n/a n/a	22%Yes / 78%No				9
				11	10	8	10	2
				1	1	0	1	2
				8	5	2	5	2
99 Do you survey customer satisfaction with respect to their experience with an electronic teller? If yes: a) Did you send the survey only to customers who had conducted an electronic teller transaction within 2 weeks or less of the surveying date? b) How frequently did you survey? (daily or continuous = 250, weekly = 52, monthly = 12, annually = 1)	No n/a n/a	n/a n/a n/a	n/a n/a n/a	67%Yes / 33%No				3
				100%Yes / 0%No				2
				250	250	250	250	2
100 How long on average, in days, does it take from the time you received a mailed/faxed (include emailed as well if the emailed document requires you to input the transaction as well) request, until the time the permanent documents/abstracts are mailed to the customer? a) Registration renewals	7	7	7	20	6	1	7	8

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
b) License renewals	6	5	5	27	6	1	8	8
c) Motor Vehicle Records	3	3	3	15	3	1	7	7
d) Driver License Records	14	14	14*	30	5	1	9	8
e) Accident Records	4	14	14*	4	4	2	3	3
101 List the different types of Third Parties that provide you with computer readable batch information or have real time interface with your records. Also note the type of transaction that they do for you. Examples include: law enforcement agencies (accident reports) , insurance companies (policy cancellations) , automobile dealers (registration of vehicles), etc. Do not include Third Parties that have electronic access to your records for their own purposes only. This information is captured in Q135. Type of Third Party organization a Vehicle title & Registration b Policy Cancellations/Purchases c DL Renewals d Court suspensions/reinstatements e n/a f n/a g n/a Type of Transaction a Automotive Dealers b Insurance Companies c Other State Agencies d Other Government Agencies e n/a f n/a g n/a Section II. Activity Specific Measures Activity 1 - Driver Licensing Rules & Regulations								
102 Does a commercial driver (CDL) also need a non commercial driver license?	No	No	No	56%Yes / 44%No				9
103 What is your renewal period, in years, for licenses? Or if you permit a choice of multiple renewal periods, what is the most commonly chosen renewal period? Non CDL CDL ID Cards If you permit a choice of multiple renewal periods, what is your: a) Minimum renewal period in years? Non CDL CDL ID Cards b) Maximum renewal period in years? Non CDL CDL ID Cards	6 6 1 30 30 30 6 6 100	6 6 4 30 30 30 6 6 n/a	6 6 n/a 0 0 0 6 6 n/a	10 8 8 30 30 30 10 6 100	5 5 5 5 5 5 6 5 5	5 4 1 2 4 4 5 4 4	6 5 5 9 9 9 7 5 22	9 9 8 6 6 6 6 6 6
104 What is the maximum length of time, in years, before a new picture is required when you issue a renewal license? Non CDL CDL ID Cards	18 18 n/a	12 12 n/a	12 12 n/a	45 18 10	10 5 10	6 4 4	15 8 8	9 9 7
105 How many of the following breeder documents do you require to issue: a) Proof of identity Regular drivers license (Non CDL) Renewal License Replacement License b) Proof of legal presence Regular drivers license (Non CDL) Renewal License Replacement License c) Proof of residency	2 0 0.0 1.0 1.0 0.0	2 0 0.0 1.0 0.0 0.0	2 0 0.0 1.0 0.0 0.0	2 2 2.0 1.0 1.0 1.0	2 0 1.0 1.0 0.0 0.0	1 0 0.0 0.0 0.0 0.0	2 1 1.0 0.9 0.4 0.3	9 9 9 8 8 8

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Regular drivers license (Non CDL)	0.0	0.0	0.0	2.0	1.0	0.0	0.9	9
Renewal License	0.0	0.0	0.0	1.0	0.0	0.0	0.2	9
Replacement License	0.0	0.0	0.0	2.0	0.0	0.0	0.4	9
106 Do you require that the above documents be originals or certified copies?	Yes	Yes	Yes	89%Yes / 0%No / 11%Some				9
107 Do you require 'mature' drivers that reach a certain age to:								
a) Take a Drivers' Written Knowledge Test	No	No	No	22%Yes / 78%No				9
b) Take a Drivers' Road Test	No	No	No	11%Yes / 89%No				9
c) Obtain medical clearance	Yes	Yes	Yes	22%Yes / 78%No				9
d) Attend a mature driver safety program?	No	No	No	0%Yes / 100%No				9
If yes, age when first triggered.								
a) Take a Drivers' Written Knowledge Test	n/a	n/a	n/a	75	73	70	73	2
b) Take a Drivers' Road Test	n/a	n/a	n/a	75	75	75	75	1
c) Obtain medical clearance	80	80	80	80	78	75	78	2
d) Attend a mature driver safety program?	n/a	n/a	n/a					0
Number of years before required again.								
a) Take a Drivers' Written Knowledge Test	n/a	n/a	n/a	5	5	5	5	2
b) Take a Drivers' Road Test	n/a	n/a	n/a	5	5	5	5	1
c) Obtain medical clearance	6	6	6	6	6	5	6	2
d) Attend a mature driver safety program?	n/a	n/a	n/a					0
108 Do you require vision testing for:								
a) Regular driver licenses (non-CDL)?	Yes	Yes	Yes	100%Yes / 0%No / 0%Some				9
b) CDL?	Yes	Yes	Yes	100%Yes / 0%No / 0%Some				9
c) If you answered 'some', provide details of when vision testing applies:								
Drivers under 80 yrs when applying for renewal via mail, phone or internet or prior convictions, or failed security tests								
108.1 Do you require vision testing for renewals of:								
a) Regular driver licenses (non-CDL)?	Some	Yes	Yes	11%Yes / 11%No / 78%Some				9
b) CDL?	Yes	Some	Some	56%Yes / 11%No / 33%Some				9
110 Do you require regular medical examination for CDL drivers ?	No	No	No	89%Yes / 11%No				9
a) If yes, how frequently, in years, must CDL drivers get medical clearance?	n/a	n/a	n/a	2	2	1	2	8
111 Do you withhold licenses for:								
a) Accumulation of unpaid moving violation tickets and fines?	Yes	Yes	Yes	100%Yes / 0%No				9
b) If yes to 'a' above, can the customer pay for the fines through you?	No	No	No	22%Yes / 78%No				9
c) Non-payment of child support?	Yes	Yes	Yes	89%Yes / 11%No				9
d) Other reasons for withholding non-suspended licenses (describe below)	Yes	Yes	Yes	100%Yes / 0%No				8
Missing								
112 Are drivers required to notify you of an address change?	Yes	Yes	Yes	100%Yes / 0%No				9
If yes:								
a) Within what period of time, in days?	10	10	10	30	10	2	17	9
b) Does an address change generally result in a new license being sent, an updating of your records only, or something sent to the customer that indicates that the address has changed (such as a sticker or address change card)?	New	New	New	44%New / 11%Update / 44%Sticker				9
c) Do you charge a fee for address changes?	Yes	Yes	Yes	25%Yes / 75%No				8
Activity 1 - Driver Licensing Service Measures								
113 Can customers book an appointment for a Driver Road Test?	Yes	Yes	Yes	78%Yes / 11%No / 11%Some				9
a) If yes, what is the average number of days between the customers' request and the earliest available testing dates that can be reserved?	3	7	0	60	9	1	14	8
b) If no or some, what is the average wait time in minutes for a Driver Road Test?	n/a	n/a	n/a	22	22	22	22	1
114 On average, over the course of a year, what proportion of your licenses (all types) must be reissued because of a mistake or error on your part?	unknown	unknown	unknown	2%	2%	0%	1%	9
a) What is the most common mistake or error? (describe)								
missing								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
115 In how many different languages do you: a) publish your Handbook (the manual with all the traffic laws, signs, etc.)? b) offer your Written Drivers' test?	3 3	3 5	3 5	9 30	2 6	1 2	3 10	9 9
116 Do you offer the following alternatives to the Written Drivers' examination? a) Sign Language? b) Verbal examinations by a person? c) Verbal examinations by recording? d) Other? (describe) n/a	Yes Yes Yes No	Yes Yes Yes No	Yes Yes Yes Yes	78%Yes / 22%No 89%Yes / 11%No 78%Yes / 22%No 22%Yes / 78%No				9 9 9 9
117 Do you facilitate organ donation sign-up or opt-out? If yes: a) Do you maintain a record of the customer's organ donor election in your database and on their license?	Yes Yes	Yes Yes	Yes Yes	100%Yes / 0%No 100%Yes / 0%No				9 9
118 Do you facilitate voter registration? If yes: a) Do you maintain a record of the voter registration in your database? b) Do you send the information and/or forms to another entity?	Yes No Yes	Yes No Yes	Yes No Yes	100%Yes / 0%No 44%Yes / 56%No 100%Yes / 0%No				9 9 9
118.1 Is your jurisdiction a member of the Driver License Agreement*? (* from Recommendation #3 of AAMVA DL/ID Security Framework – February 2004)	Yes	Yes	Yes	44%Yes / 56%No				9
118.2 What % of your customer service representatives and first level supervisors have completed: a) Fraudulent Document Recognition Level 1 Training*? b) Fraudulent Document Recognition Level 2 Training*?	100% 100%	100% 100%	100% 100%	100% 100%	50% 55%	0% 2%	57% 58%	9 8
118.3 What type of card issuing system do you use: over-the-counter, central or hybrid?	Hybrid	Hybrid	Hybrid	67%OTC / 11%Central / 22%Hybrid				9
118.4 Does your jurisdiction have Security Risk Assessment Plan(s)* for: a) Application/systems' entry? Risk of documents not being reviewed or presented, transaction completed without a customer being present, data entered is not consistent with data on documents presented, etc. b) Verification? Risk of checks not being done (state databases, SSOLV, INS, Vital Statistics, CDLIS, PDPS, IRE). c) Data/record management? Risk of unauthorized data changes, unauthorized deletion of data, theft of data, "snooping"/unauthorized access, not having back-up procedures, sabotage, etc. d) Physical locations & the supply chain? Risk, throughout the supply chain, of unauthorized entry to facilities, unauthorized use of equipment, theft of consumables. e) Security of personal information? Risk of unauthorized access to personal information either in computer files or while being transmitted over computer networks. f) Staff monitoring? Risk of employee/contractor fraud, theft and errors.	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	56%Yes / 44%No 56%Yes / 44%No 44%Yes / 56%No 44%Yes / 56%No 44%Yes / 56%No 67%Yes / 33%No				9 9 9 9 9 9
118.5 Does your jurisdiction have an audit plan for your DL/ID card issuing processes? (* Requirement #5 of AAMVA DL/ID Security Framework – February 2004) a) How many DL/ID card-issuing audits were conducted during the year?	Yes 368	Yes unknown	Yes unknown	67%Yes / 33%No 21,452				9 9
118.6 Do you require Driver License and ID card applicants to provide fingerprints or other form of biometric identity verification? a) If yes or some, what type of biometric(s) do you use? Fingerprints for hazmat endorsements n/a	Some	Some	Some	22%Yes / 33%No / 44%Some				9
118.7 Do you require employees to provide fingerprints or other form of biometric identity verification before logging on to your computer system containing DL/ID data? a) If yes or some, what type of biometric(s) do you use? Fingerprint logon for computer system n/a	Yes	Yes	Yes	11%Yes / 67%No / 22%Some				9
118.8 a) How many cases of employee fraud did you have?	3	1	25	234	23	1	66	8
118.8 b) How many known cases of Licensed Agent fraud did you have?	1	1	1*	1	0	0	0	4

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Activity 2 - Titling & Registration Rules & Regulations								
119 Indicate if your organization registers (titling or tags/plates/decals) the following and if yes, indicate how many different classes you have for each:								
a) Non-commercial vehicles?	Yes	Yes	Yes	89%Yes / 11%No				9
# Classes	3	3	3	58	12	0	15	9
b) Commercial vehicles?	Yes	Yes	Yes	78%Yes / 22%No				9
# Classes	2	2	2	21	4	0	7	8
c) Off highway vehicles such as snowmobiles, or All Terrain Vehicles, etc.								
# Classes	Yes	Yes	Yes	78%Yes / 22%No				9
	1	1	1	6	1	0	2	9
d) Watercraft & vessels	Yes	Yes	Yes	33%Yes / 67%No				9
# Classes	1	1	1	3	0	0	1	9
e) Trailers?	Yes	Yes	Yes	89%Yes / 11%No				9
# Classes	1	1	1	8	2	0	3	9
120 Are vehicles and vessels in your jurisdiction required to be registered locally (i.e., counties, municipalities, etc.) as well as at your jurisdictional level?	Yes	Yes	Yes	25%Yes / 75%No				8
If yes:								
a) Do you have any arrangements with the localities so that owners only need to register once?	Yes	Yes	Yes	100%Yes / 0%No				2
If yes:								
b) Estimate the percentage of your vehicle and vessel registrations where owners only need to register once (either at your organization or at the local level)? This could be less than 100% if you only have sharing arrangements with a subset of localities.	100%	100%	100%	100%	65%	30%	65%	2
c) Approximately what percentage of total vehicle and vessel registrations are done through the county or local municipalities and not through you?	99%	99%	94%	99%	50%	0%	50%	2
120.1 Is your jurisdiction part of the NMVTIS system?	Yes	Yes	Yes	22%Yes / 78%No				9
121 What is your registration renewal period, in years, for each of the vehicles and vessels listed below? Or if you permit a choice of multiple renewal periods, what is your most commonly chosen renewal period?								
a) Private vehicles?	1	1	1	2	2	1	2	8
b) Commercial vehicles?	1	1	1	2	1	1	1	7
c) Off highway vehicles such as snowmobiles, or All Terrain Vehicles, etc.								
	n/a	n/a	n/a	2	1	0	1	3
d) Watercraft & vessels?	1	1	1	1	1	0	1	3
e) Trailers?	1	1	1	5	2	1	2	8
122 What is your renewal period for permanent disability parking placards?	4	4	4	9,999	5	2	1,254	8
123 When an owner sells a vehicle, does the license plate or tag most commonly stay with the vehicle or the former owner? For example, in Oregon it stays with the vehicle. Therefore, if the registration is valid there is only a 'title' transfer.	owner	owner	owner	25%vehicle / 75%owner				8
124 Does your jurisdiction require an air quality or smog inspection for private vehicle registrations:								
a) Every time registration is renewed?	No	No	No	0%Yes / 88%No / 13%Some				8
b) When ownership is transferred?	No	No	No	13%Yes / 88%No / 0%Some				8
c) For vehicle of a certain age?	No	No	No	13%Yes / 75%No / 13%Some				8
d) On a regular frequency such as every 3 years?	No	No	No	50%Yes / 38%No / 12%Some				8
125 Does your jurisdiction require a safety inspection for private vehicle registrations:								
a) Every time registration is renewed?	No	No	No	0%Yes / 100%No				8
b) When ownership is transferred?	No	No	No	13%Yes / 88%No				8
c) When the vehicle reaches a certain age?	No	No	No	0%Yes / 100%No				8
d) On a regular frequency such as every 3 years?	No	No	No	25%Yes / 75%No				8
126 Do you withhold vehicle registration for:								
a) Unpaid parking tickets and fines?	Yes	Yes	Yes	75%Yes / 25%No				8
b) If yes to 'a' above, can the customer pay for the fines through you?	No	No	No	33%Yes / 67%No				6
c) Non-payment of child support?	Yes	Yes	Yes	50%Yes / 50%No				8
d) Other reasons for withholding registration (describe below)	Yes	Yes	Yes	88%Yes / 13%No				8
<u>Adminstrative, Unpaid fees to Dealer</u>								
127 Do you administer and collect (note: even if the tax monies are subsequently sent to another agency, your response should be 'yes' if customers can and do remit the taxes through vou) the following:								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
a) Excise or personal property tax which is collected annually based on the value of the vehicle or vessel? b) Fair value or sales tax which is collected generally on sale or transfers?	No Yes	No Yes	No Yes	25%Yes / 75%No 75%Yes / 25%No				8 8
^{127.1} Is the renewal month for a driver's license the same as for the driver's vehicle registration? For example, some jurisdiction tie the renewal month for both licenses and vehicle registrations to the driver/owner's birth date. Activity 2 - Titling & Registration Service Measures	Yes	Yes	Yes	11%Yes / 89%No				9
¹²⁸ On average, over the course of a year, what proportion of the following documents must be reissued because of a mistake or error on your part? a) Titling (all types)? b) Registration (all types)?	4.0% 1.0%	4.0% 1.0%	unknown unknown	4.0% 1.5%	4.0% 1.5%	1.0% 1.0%	3.5% 1.4%	9 9
¹²⁹ Do you have a requirement for safety or smog inspections for private vehicles? If yes: a) Will you process a registration before a vehicle gets the appropriate safety inspection and/or smog inspection clearance? b) Do you have electronic access to the results of all safety inspections and/or smog inspections done by third parties? c) Do you operate your own smog or safety inspection sites for private vehicles? If yes, the cost and revenue from these sites should be captured under 'Non Comparable Activities'. d) Does the inspection (safety or smog) coincide with the registration of the vehicle?	No n/a n/a n/a n/a	No n/a n/a n/a n/a	No n/a n/a n/a n/a*	56%Yes / 22%No / 22%Some 29%Yes / 71%No 43%Yes / 57%No 14%Yes / 86%No 57%Yes / 43%No				9 7 7 7 7
¹³⁰ Can Dealers or other Third Parties process vehicle registration transactions on behalf of their customers? If yes: a) The dealer acts strictly as a representative of the customer (i.e., waiting in line at field offices or mailing the form, etc.)? For example, automobile dealers in Ontario obtain the necessary registration and license plate on behalf of their customers by performing the transaction at the Field Office). Note transaction volumes of this nature should be recorded under the applicable Delivery Channels such as Field Offices or Mail/Fax. b) The dealer electronically titles and registers the vehicle. For example, in Maryland most of their automobile dealers electronically register the vehicles for the customers. All the work is pretty well done at the dealership and they (or through a third party software provider) provide you with computer readable batch information Note: we consider this Third party Computer Readable transactions. c) The customer has to visit a field office and obtain a temporary license plate or tag prior to picking up the vehicle d) The dealer issues a temporary license plate or tag e) Other (describe below) n/a If yes: f) Does the customer have to then obtain a permanent license plate/tags by visiting your customer service center or another agency (for example, the Local County Tax Commissioner's Office in Georgia)? Your answer should be no if the documents and license plate/tag is automatically mailed to the customer and does not require the customer to do work. g) How many days is the temporary license plate valid? h) Approximately what percentage of your new license plates are received by the customer before the dealer issued temporary license plate expires (regardless of why or who's fault the plates are late)?	Yes Yes Yes No Yes No	Yes Yes Yes No Yes No	Yes Yes Yes No Yes No	100%Yes / 0%No 78%Yes / 22%No 78%Yes / 22%No 11%Yes / 89%No 67%Yes / 33%No 0%Yes / 100%No				9 9 9 9 9 9
¹³¹ On average, how many days does it take you to process a custom plate from when a customer requests the plate to when the plate is ready?	30	30	30	90	30	4	36	8
¹³² Intentionally Omitted Activity 3 - Issuing Records Rules & Regulations								
¹³³ Are the following agencies or groups entitled to receive driver or vehicle/vessel record information without the consent of the subject driver or vehicle owner?								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
a) Insurance companies?	Yes	Yes	Yes	100%Yes / 0%No				9
b) Law enforcement?	Yes	Yes	Yes	100%Yes / 0%No				9
c) Other government entities?	Yes	Yes	Yes	89%Yes / 11%No				9
d) Rental car companies?	Yes	Yes	Yes	56%Yes / 44%No				9
e) Employers where the employee or potential employee holds a CDL?	Yes	Yes	Yes	88%Yes / 13%No				8
f) Others (describe all others below) Customers must meet DPPA criteria	Yes	Yes	Yes	100%Yes / 0%No				5
Activity 3 - Issuing Records Service Measures								
134 Do you provide vehicle record information (excluding personal information) to individuals other than the registered owner (for example, for prospective purchasers)?	Yes	Yes	Yes	89%Yes / 11%No				9
135 Do you provide electronic access (including computer readable, file download, real time on line access, etc) to your records to certain organizations for their convenience? For example, California provides electronic access to insurance companies in order to facilitate claims investigation. If yes:	Yes	Yes	Yes	100%Yes / 0%No				9
a) Insurance companies ?	Yes	Yes	Yes	100%Yes / 0%No				9
b) Law enforcement?	Yes	Yes	Yes	100%Yes / 0%No				9
c) Other government entities?	Yes	Yes	Yes	100%Yes / 0%No				9
d) Rental car companies ?	Yes	Yes	Yes	56%Yes / 44%No				9
e) Employers where the employee or potential employee holds a CDL?	Yes	No	No	50%Yes / 50%No				8
f) Others (describe all others below) Through authorized vendors if they meet DPPA criteria	Yes	Yes	Yes	86%Yes / 14%No				7
Activity 4 - Business Licensing & Regulation								
136.1 What is the number of businesses* and individuals that you license which perform the following activities related to vehicles & vessels: Number of businesses	14,031.0	16,437.0	14,826.0	22,630.0	3,592.0	0.0	6,265.3	9
a) Driving Schools & Driving Improvement clinics?	142	140	154	974	225	0	332	9
b) Sales/ Dealers?	12,800	15,652	14,208	14,205	2,206	0	4,502	9
c) Rental?	0	0	0	477	0	0	53	9
d) Manufacturing?	371	447	464	927	0	0	179	9
e) Re-manufacturers/ Re-builders?	0	0	0	4	0	0	1	9
f) Demolishers/ Dismantling?	0	0	0	1,328	0	0	208	9
g) Transporters (we are referring to those specialized businesses that transport vehicles only and not all motor carriers that transport goods or people)?	0	0	0	891	0	0	137	9
h) Distribution (i.e., a business, other than a manufacturer, who sells or distributes new vehicles)?	153	198	0	153	0	0	33	9
i) Vehicle Verifiers (i.e., businesses that are involved in verifying vehicle documentation against physical inspection of vehicle)?	0	0	0	3,628	0	0	403	9
j) Other businesses not listed above (list below) Individuals/ Sales/ Instructors	565	0	0	1,332	213	0	459	9
a) Driving Schools & Driving Improvement clinics?	498	506	487	4,237	547	0	1,169	9
b) Sales/ Dealers?	0	0	0	89,775	0	0	13,548	9
c) Rental?	0	0	0	0	0	0	0	9
d) Manufacturing?	0	0	0	0	0	0	0	9
e) Re-manufacturers/ Re-builders?	0	0	0	0	0	0	0	9
f) Demolishers/ Dismantling?	0	0	0	0	0	0	0	9
g) Transporters (we are referring to those specialized businesses that transport vehicles only and not all motor carriers that transport goods or people)?	0	0	0	0	0	0	0	9
h) Distribution (i.e., a business, other than a manufacturer, who sells or distributes new vehicles)?	0	0	0	0	0	0	0	9
i) Vehicle Verifiers (i.e., businesses that are involved in verifying vehicle documentation against physical inspection of vehicle)?	0	0	0	3,554	0	0	395	9
j) Other businesses not listed above (list below) Importers, Mobile Home Installers	0	0	0	1,020	0	0	113	9
137 What is your average or most common renewal period, in years, for business licenses? (The types of businesses identified in Q136.1) If you have multiple renewal periods, what is your:	1	1	1	4	2	1	2	8
a) Minimum renewal period in years?	n/a	n/a	n/a	4	1	1	2	5
b) Maximum renewal period in years?	n/a	n/a	n/a	4	2	2	3	5

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
138 What is your average or most typical renewal period, in years, for individuals that you license? (The types of individuals are identified in Q136.1 above.) If you have multiple renewal periods, what is your: a) Minimum renewal period in years? b) Maximum renewal period in years?	1 4 6	n/a 4 6	1 30 6	4 4 6	1 1 3	1 1 1	2 2 3	8 5 5
Activity 4 - Business Licensing & Regulation Service Measures								
139 On average, over the course of a year, what proportion of business license renewals must be reissued because of a mistake or error on your part? a) What is the most common mistake or error? (describe) Unknown	unknown	unknown	1%	5%	2%	0%	2%	8
140 On average, how many days does it take you to investigate, process and issue a new business license from when the application is received until the license is issued? a) While the application is being processed, do you allow the business to operate (for example, through a temporary permit)?	7 No	7 No	7 No	120 13%Yes / 88%No	17	3	29	8 8
141 How frequently do you review or audit commercial driving schools and driver training schools? (1 if every year, 2 if every two years, etc.)	2	1	1	2	2	0	1	8
142 Do you conduct administrative hearings to grant authority or suspend authority? a) If yes, what is the average number of days between a request for such a hearing and the actual hearing date?	Yes 2	Yes 2	Yes 21	63%Yes / 38%No 180				8 5
143 List the different motor carrier taxes that you collect and disburse. a) Motor Vehicle Registration Tax b) Motor Fuel Tax c) n/a d) n/a e) n/a f) n/a								
143.1 Are motor carrier operators required to have and supply proof to you of: a) Liability Insurance? b) Workers compensation insurance for employees?	Yes No	Yes No	Yes No	50%Yes / 50%No 17%Yes / 83%No				6 6
Activity 5 - Motor Carrier Services Service Measures								
144 For motor carrier enquiries, do you have: a) A different telephone number than the one for general enquires about licensing, registration and records? b) Different service representatives than the ones that respond to general enquires about licensing, registration and records?	Yes Yes	Yes Yes	Yes Yes	100%Yes / 0%No 100%Yes / 0%No				6 6
145 Do you have physical locations that are only for motor carrier transactions? If yes: a) What is the average wait time in minutes at these physical locations? Include the time from when a customer walks in until he or she reaches a customer service representative. b) What is the average serve time?	Yes 10.0 15.0	Yes 10.0 15.0	Yes 20.0 unknown	50%Yes / 50%No 12.5 30.0				6 3 3
146 How many days on average does it take you to process the following from the time of receipt of application to the time the credentials are ready: a) New IRP program credentials a.1) Other New program credentials such as SSRS, IFTA b) Renewal program credentials such as IRP, SSRS c) New intra jurisdiction motor carrier operator permit	2 2 2 n/a	2 2 2 n/a	2 n/a 2 n/a	16 3 16 2	2 2 5 1	1 1 2 1	5 2 6 1	6 5 6 3
Activity 6 - Weigh Stations Rules & Regulations								
147 Do you issue the following? If they are issued by another organization such as Law Enforcement agencies and you are merely updating your records, then your answer should be no. a) Overweight citations b) Oversize citations c) Safety violations	No No No	No No No	No No No	17%Yes / 83%No 17%Yes / 83%No 17%Yes / 83%No				6 6 6
148 Do the following most commonly impact the driver, the owner or both?								

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
a) Overweight citations	n/a	n/a	n/a	0%driver / 100%owner / 0%both				2
b) Oversize citations	n/a	n/a	n/a	50%driver / 50%owner / 0%both				2
c) Safety violations	n/a	n/a	n/a	0%driver / 0%owner / 100%both				3
d) Credential summons	n/a	n/a	n/a	0%driver / 0%owner / 100%both				3
Activity 6 - Weigh Stations Service Measures								
149 How many weigh stations do you have that are:								
a) Permanent?	n/a	n/a	n/a	13	8	6	9	3
b) Mobile?	n/a	n/a	n/a	12	9	2	8	3
150 On average, how many hours a week are your weigh stations open?	n/a	n/a	n/a	118	40	27	61	3
151 Are your weigh stations' hours of operation on a fixed or flexible schedule?				33%fixed / 67%flexible				3
152 How many of your weigh stations can do safety checks?	n/a	n/a	n/a	25	8	6	13	3
153 What is the average /median (provide both, if possible) wait time at weigh stations? (Time from motor carrier entering the line until the time that weighing and/or inspection begins)								
Average	n/a	n/a	n/a	3.0	3.0	3.0	3.0	3
Median	n/a	n/a	n/a	2.5	2.5	2.5	2.5	3
154 What is the average 'serve time' at weigh stations? (Time to complete safety checks, get weighed, check credentials, etc.)	n/a	n/a	n/a	30.0	30.0	30.0	30.0	3
155 Do you have weigh-in-motion capabilities? This is where the trucks are weighed without the need for the truck to stop and get weighed at a static weighing station?	n/a	n/a	n/a	100%Yes / 0%No				3
a) If yes, how many of weigh-in-motion locations do you have?	n/a	n/a	n/a	7	3	2	4	3
156 Intentionally Omitted								
Activity 7 - Education Programs Rules & Regulations								
We could not identify any Rule and Regulation questions that are unique to Education Programs								
Activity 7 - Education Programs Service Measures								
157 List the major courses and education programs that you provide to customers:								
a Dealer License Training (Refresher Course for Licensed Dealers)								
b 3 levels for each Title & Registration training to Licensed Agents								
c Database Training to Employees and Licensed Agents								
d Vehicle Document Examiner Cert (odometer fraud AAMVA course) for Law Enforcement								
e Advanced Driver Improvement School								
f 1st time Driver, DUI and Substance Abuse Schools through Motorcycle Safety and Education through 3rd party								
158 Do you suspend (i.e., not just withhold) a driver's license for:								
a) Accumulation of traffic violations (i.e., demerit points)?	Yes	Yes	Yes	100%Yes / 0%No				9
b) Driving Under Influence (DUI) offences?	Yes	Yes	Yes	100%Yes / 0%No				9
c) Accumulation of unpaid traffic violation tickets and fines?	Yes	Yes	Yes	100%Yes / 0%No				9
d) Non-payment of legal remedies (e.g., failure to pay child support or comply with subpoena)?	Yes	Yes	Yes	100%Yes / 0%No				9
e) Other reasons (describe below):	Yes	Yes	Yes	100%Yes / 0%No				6
Missing								
159 How long is the most-common duration of first-time suspensions, in months, for:								
a) Accumulation of traffic violations (i.e., demerit points)?	1	1	1	12	2	1	4	8
b) Driving Under Influence (DUI) offences?	6	6	6	12	6	3	8	9
160 From how many jurisdictions, excluding your own, do you obtain and record traffic violations?	116	116	116	354	50	45	91	9
a) Is this sharing of information electronic?	Yes	Yes	Yes	67%Yes / 33%No				9
161 If a driver's license is close-to-suspension, do you:								
a) Issue a warning letter?	Yes	Yes	Yes	100%Yes / 0%No				9
b) Require them to come in for a hearing?	No	No	No	33%Yes / 67%No				9
162 If a driver's regular license is suspended, are 'restricted' licenses or 'hardship' licenses available? An example of a hardship license is one that only permits driving to and from work.	Yes	Yes	Yes	100%Yes / 0%No				9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
If yes: a) Upon request without requiring a hearing? b) Subject to approval at an administrative hearing? c) Other? (describe below) n/a	No	No	No	33%Yes / 67%No				9
	Yes	Yes	Yes	56%Yes / 44%No				9
	n/a	n/a	No	75%Yes / 25%No				4
163 If a driver's regular license is suspended, do you require attendance at an education course, such as Driver Improvement School, prior to reinstating the license? If yes: Missing	Subset	Subset	Subset	0%Yes / 11%No / 89%Subset				9
164 If a driver's regular license is suspended, do you require attendance at an administrative hearing prior to reinstating the license? If yes: n/a	Subset	Subset	Subset	0%Yes / 78%No / 22%Subset				9
165 Are doctors required to notify you if their patients health should prevent them from operating a motor vehicle?	No	No	No	33%Yes / 67%No				9
Activity 8 - Driver Monitoring Service Measures								
166 How many days on average (weighted average if you obtain the information from different sources with different processing time such as paper and computer readable) does it take you to update your records for the following documents from the time of receipt:								
a) Convictions for non-commercial drivers	1.0	1.0	1.0	30.0	5.0	1.0	12.2	9
b) Convictions for 'commercial drivers'	1.0	1.0	1.0	30.0	5.0	1.0	11.9	9
c) Court clearances	1.0	1.0	1.0	10.0	2.0	1.0	3.7	9
d) Failure to comply or appear or pay	1.0	1.0	1.0	45.0	7.0	1.0	14.4	9
e) Accident reports	5.0	5.0	5.0	50.0	5.0	2.0	13.2	5
167 Do you require that revoked or suspended licenses be returned to you?	Yes	Yes	Yes	100%Yes / 0%No				9
168 Do you offer administrative hearings to overturn suspensions or to review demerit points?	Yes	Yes	Yes	100%Yes / 0%No				9
a) If yes, what is the average number of days between a request for such a hearing and the actual hearing date?	30	30	30	120	30	5	34	9
169 Do you have a process whereby concerned citizens can request an individual's driving privilege be reviewed?	Yes	Yes	Yes	78%Yes / 22%No				9
170 Are drivers required to directly file accident reports with you? If you only get accident reports indirectly through the police or another agency, your answer should be no.	Yes	Yes	Yes	33%Yes / 67%No				9
a) If yes: within what time period in days must the driver submit the accident report?	10	10	10	10	10	3	8	3
Activity 9 - Insurance Monitoring Rules & Regulation								
171 Intentionally omitted.								
172 Are insurance companies required by law to provide you with notice of insurance policy cancellations?	Yes	Yes	Yes	100%Yes / 0%No				9
173 How long, in days, does a registered owner or driver have to respond and provide proof of insurance if you have received notification from an insurance company of a lapse in coverage?	30	30	30	30	25	2	20	8
174 Do you require drivers that have had their license/registration suspended for not having appropriate insurance, to file a Financial Responsibility Insurance Certificate (for e.g., SR22) or any other type of form?	Yes	Yes	Yes	78%Yes / 22%No				9
If yes: a) How long does this requirement last (e.g., some jurisdictions require that an SR22 be filed every year for 3 years)?	3	3	3	4	3	1	3	7
175 If a registered owner or driver of a vehicle has been found to be operating without appropriate insurance (or alternatives if available), do you do the following?								
a) suspend the driver's license	Yes	Yes	Yes	67%Yes / 33%No				9
b) suspend the registration of the vehicle	Yes	Yes	Yes	78%Yes / 22%No				9
Activity 9 - Insurance Monitoring Service Measures								
176 Do you accept self certification of insurance policy coverage? (i.e. The owner only needs to provide the name and policy number of the insurance company.)	Yes	Yes	Yes	89%Yes / 11%No				9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
177 Do you verify insurance coverage of vehicle registrations? If yes: a) What percentage do you verify? (i.e. 100% if you confirm all, such as if you receive electronic updates from all insurance companies operating in your jurisdiction) b) Can you verify insurance coverage electronically with insurance companies licensed to do business in your jurisdiction? c) If you can confirm electronically, approximately what % of your verifications are electronic? (This could be less than 100% if you cannot verify electronically with some insurance companies.)	Yes	Yes	Yes	100%Yes / 0%No				9
	100%	100%	100%	100%	80%	0%	66%	9
	Yes	Yes	Yes	67%Yes / 33%No				9
	unknown	unknown	unknown	100%	0%	0%	29%	7
178 How frequently do you obtain new and terminated insurance policy information from insurance companies? (daily = 250, weekly = 52, monthly = 12, annually = 1) a) If you do not have virtually all electronic verification of insurance, then how long on average, in days, until you update your records? b) If there is a lapse in insurance coverage, how long on average until the notification of lapse of insurance coverage letter is sent to the vehicle owner/driver whichever applies?	250	250	250	250	250	12	175	9
	61	61	60	61	16	1	21	6
	25	25	25	90	28	1	33	8
179 What is the average number of days to post SR22 or other proof of insurance forms to your (CA does it to driver not vehicle) records?	3	3	1	3	2	1	2	6
180 Estimate the percentage of registered vehicles in your jurisdictions that are operating without proper insurance? Activity 10 - Contact Center Rules & Regulation We could not identify any Rule and Regulation questions that are unique to the Call Center. Activity 10 - Contact Center Service Measures	10%	10%	6%	23%	11%	5%	12%	5
181 Can customers send you questions via email? a) If yes, how many days, on average, does it take you to respond to email queries?	Yes	Yes	Yes	100%Yes / 0%No				9
	2	2	2	10	2	1	3	9
182 How many days, on average, does it take you to respond to written correspondence?	3	3	3	14	3	2	7	7
183 Intentionally Omitted								
184 Intentionally Omitted								
185 Are all, some or none of your forms available online? Telephone enquiries through an organized Call Center	Some	Some	Some	33%All / 0%None / 67%Some				9
186 Good and Bad Call Outcomes Possible call outcomes during business hours: a) Caller gets through to a knowledgeable person? Yes or No Volume Intentionally Omitted b) Receptionist takes a message? Yes or No Volume Intentionally Omitted c) Voice mail takes a message during business hours? Yes or No Volume Intentionally Omitted d) Callers' needs satisfied by self serve options on your automated customer service line? Yes or No Volume Intentionally Omitted e) Caller hangs-up while in queue or on hold or in menu? Yes or No Volume Intentionally Omitted f) If a receptionist answers the phone, system hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	Yes	Yes	Yes	100%Yes / 0%No				9
	875	788	710	8,518	875	84	1,727	9
	No	No	No	0%Yes / 100%No				8
	n/a	n/a	n/a					0
	No	No	No	22%Yes / 78%No				9
	n/a	n/a	n/a	9	4	0	4	2
	Yes	Yes	Yes	89%Yes / 11%No				9
	unknown	860	963	6,000	410	0	1,133	8
	Yes	Yes	Yes	100%Yes / 0%No				9
	105	91	115	1,321	182	0	313	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
Yes or No	No	No	No	13%Yes / 88%No				8
Volume	n/a	n/a	n/a	1	1	1	1	1
Intentionally Omitted								
g) If a receptionist answers the phone, caller gets busy signal (or message to call back later, or caller is bounced back to the main menu) after navigating an automated attendant menu?								
Yes or No	No	Yes	Yes	11%Yes / 89%No				9
Volume	n/a	434	262	1	1	1	1	1
Intentionally Omitted								
h) Busy signal, never enters the system?								
Yes or No	Yes	Yes	Yes	89%Yes / 11%No				9
Volume	262	unknown	unknown	809	131	0	197	8
Intentionally Omitted								
i) Caller gets pre-recorded 'call another time' message during business hours (prior to navigating an automated attendant menu)?								
Yes or No	No	No	No	11%Yes / 89%No				9
Volume	n/a	n/a	n/a	1	1	1	1	1
Intentionally Omitted								
j) Call rings unanswered during business hours?								
Yes or No	No	Yes	Yes	0%Yes / 100%No				9
Volume	n/a	22	21					0
Intentionally Omitted								
Possible call outcomes after business hours:								
k) Caller gets a 'leave a voice mail message' after hours?								
Yes or No	No	No	No	0%Yes / 100%No				9
Volume	n/a	n/a	n/a					0
Intentionally Omitted								
l) Caller gets pre-recorded 'after hours' message?								
Yes or No	Yes	Yes	Yes	89%Yes / 11%No				9
Volume	unknown	55	51	717	78	12	152	8
Intentionally Omitted								
m) Call rings unanswered (after business hours)?								
Yes or No	No	No	No	0%Yes / 100%No				9
Volume	n/a	n/a	n/a					0
Intentionally Omitted								
Total volume of calls during business hours excluding unknowns	1,242	2,250	2,071	16,021	1,718	0	3,026	9
187 Are calls responded to first by a recorded message or an automated attendant when your system is not busy?	Yes	Yes	Yes	89%Yes / 11%No				9
If yes:								
a) What is the minimum number of menu layers that must be navigated before a new caller can speak to a service representative? [For greater clarity, each and every time a caller must press a button on the phone counts as a menu layer.]	3	4	4	6	3	1	3	8
b) What is the minimum time in seconds that it would take a new caller to listen to messages and, if you have a menu, negotiate the menu and listen to menu options before the caller can get through to a live person?	57	57	57	180	68	10	77	8
c1) What is the average time waiting in queue for a live person	187	209	190	819	200	46	261	8
c2) What is the median time waiting in queue for a live person	unknown	unknown	unknown	87	87	87	87	1
d) Is the first point of human contact after queuing a receptionist or a service representative?	serv. rep	serv. rep	serv. rep	0%reception / 100%serv. rep				8
e) If receptionist, what is the average time to explain needs and be transferred by the receptionist to a knowledgeable person?	n/a	n/a	n/a					0
f) If receptionist, after he/she transfers the call, what is the average time on hold or in queue prior to reaching a knowledgeable person or having a message taken?	n/a	n/a	n/a					0
g) What is the total time to get a knowledgeable person when an auto attendant responds first (b + c + if applicable, f + g)?	244	269	247	894	217	126	291	8
188 Are customer calls responded to first by a Service Representative when the system is not busy? [If a recorded message or an automated attendant or receptionist answers first when the system is not busy then your answer should be no.]	No	n/a	n/a	33%Yes / 67%No				9
If yes:								
a) Can the following happen if all the Service Representatives are busy:								
a1) Caller gets a busy signal?	n/a	n/a	n/a	0%Yes / 100%No				3
a2) Caller gets a 'call another time' message?	n/a	n/a	n/a	0%Yes / 100%No				3

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
a3) Caller gets sent to voice mail?	n/a	n/a	n/a	33%Yes / 67%No				3
a4) Caller goes into a queue or waits on hold?	n/a	n/a	n/a	100%Yes / 0%No				3
a5) Caller gets transferred to a receptionist?	n/a	n/a	n/a	33%Yes / 67%No				3
b) What is the average/median (provide both, if possible) total time in seconds (including time on hold, time listening to messages or negotiating automated attendants or receptionists) to get through to a knowledgeable person for customers calling you?								
Average	unknown	n/a	n/a	300	232	44	212	5
Median	unknown	n/a	unknown	400	303	205	303	2
189 Are customer calls responded to first by a receptionist when your system is not busy? [If a recorded message or automated attendant answers prior to the receptionist then your answer should be no.] If yes:	No	n/a	n/a	11%Yes / 89%No				9
a) Average time in seconds waiting in queue, or on hold, or with phone ringing for the receptionist?	n/a	n/a	n/a					0
b) Average time in seconds to explain needs and be transferred by the receptionist to a knowledgeable person?	n/a	n/a	n/a					0
c) After the receptionist transfers the call, average time in seconds on hold or in queue prior to reaching a knowledgeable person?	n/a	n/a	n/a					0
d) Total average time to get through to a knowledgeable person when a receptionist responds first (a + b + c)	n/a	n/a	n/a					0
190 Do you measure your call response time versus a targeted service level (such as 85% of calls answered in 3 minutes)? If yes:	Yes	Yes	Yes	67%Yes / 33%No				9
An average of 80% of calls answered in 2 minutes or less = 75%								
b) What was your performance vis-à-vis your target?	5%	10%	61%	100%	63%	5%	55%	5
191 Do you have a toll free number [or a number where customers are only charged the cost of a local call no matter where they are located] that customers can call to get a real person and not just an info line?	No	No	No	67%Yes / 33%No				9
192 How many hours per week is your 'call center' operational with customer service representatives available to answer calls?	55	55	55	55	44	38	44	9
193 Do you have separate information lines for different types of enquiries [for example, motor carrier questions, field office staff, business licenses, etc.]?	No	No	No	67%Yes / 33%No				9
a) If yes, how many separate information lines do you provide?	n/a	n/a	n/a	14	6	4	7	6
b) List each on a separate line below:								
n/a								
n/a								
n/a								
n/a								
194 Do you offer voice mail for responding to calls:								
a) Instead of queuing during peak or overflow conditions? [i.e. forced, the caller does not have the option to wait in a queue when the queue becomes too long]	No	No	No	11%Yes / 89%No				9
b) Instead of queuing? [i.e. forced, the caller does not have the option to wait in a queue even if the queue would be short]	No	No	No	0%Yes / 100%No				9
c) As an alternative to queuing? [i.e., the caller has the option to exit the queue and leave a voice mail message]	No	No	No	22%Yes / 78%No				9
d) After hours?	No	No	No	11%Yes / 89%No				9
e) Only if a customer service representative has previously provided a customer with his name and direct extension?	No	No	No	33%Yes / 67%No				9
195 Do you have a queuing system?	Yes	Yes	Yes	100%Yes / 0%No				9
196 Do you track the % of calls where the callers' needs are satisfied by the first contact (excluding receptionists), without transfer or call back?	No	No	No	22%Yes / 78%No				9
a) If yes, what % of calls are satisfied by the first contact?	n/a	n/a	n/a	94%	80%	67%	80%	2
197 Do you review your service representatives' responses to customers calls for coaching purposes on a regular basis? [As opposed to intermittent, or only while training new service representatives, etc]	Yes	Yes	Yes	89%Yes / 11%No				9
198 Did you survey satisfaction with regard to Telephone Calls?	Yes	Yes	Yes	67%Yes / 33%No				9
If yes:								
a) Did the survey focus primarily on the telephone call experience? [versus including other activities]	Yes	Yes	Yes	56%Yes / 44%No				9
b) How frequently did you survey satisfaction with Telephone Calls in the last fiscal year. (daily = 250, weekly = 52, monthly = 12, annually = 1)	12	12	52	250	4	0	59	9

Survey Question	You 2007	You 2006	You 2005	Peers 2007				
				Max.	Median	Min.	Avg	Count
c) Can you summarize the results by service representative?	Yes	Yes	Yes	22%Yes / 78%No				9
d) Can you summarize the results by key topics discussed in the calls?	No	No	No	22%Yes / 78%No				9
199 Do your call center service representatives have real time computer access to Driver and Vehicle Records?	Yes	Yes	Yes	100%Yes / 0%No				9
200 Do you measure individual customer service representative performance?	Yes	Yes	Yes	100%Yes / 0%No				9
If yes:								
a) How frequently is this done? (daily or continuous = 250, weekly = 52, monthly = 12, quarterly = 4, annually = 1)	250	250	250	250	52	1	112	9
If yes:								
b) Average number of calls answered per hour	10	8	8	888	17	10	127	9
c) Average percent of time off the phone	25%	25%	25%	38%	16%	0%	16%	8
d) Average percent of time the customer service representative is logged on the system	75%	75%	75%	100%	85%	75%	87%	8
e) Average individual call duration	240	264	255	300	192	132	204	9
201 Do you regularly report performance versus an agreed standard of performance to:								
a) Oversight board or similar governing body	Yes	Yes	Yes	100%Yes / 0%No				9
b) Staff performing the relevant activities	Yes	Yes	Yes	100%Yes / 0%No				9
c) All staff	Yes	Yes	Yes	67%Yes / 33%No				9
d) Senior Management	Yes	Yes	Yes	100%Yes / 0%No				9
e) Customers	Yes	Yes	Yes	44%Yes / 56%No				9
202 Do you have back-up equipment and premises arranged for your operations if substantial damage occurs at your principal location?	Yes	Yes	Yes	78%Yes / 22%No				9
203 If your headquarters becomes inoperable due to some disaster (such as fire, tornado, etc), how long would it take in days for you to be operational again?	1	1	1	90	14	1	31	9