

ODOT Transportation Funding Needs Analysis

Driver & Motor Vehicle Services (DMV)

Total Annual Funding Gap: \$50 million

As the face of state government, DMV staff provide a direct personal connection with millions of customers each year. While Oregon’s population has grown by 20% over the past 2 decades, DMV has about the same number of employees as it did 20 years ago. In addition, DMV is a significant fee collector of funds that support the transportation sector of entire state of Oregon. In the 2021-23 biennium DMV collected about \$1.2 billion yet was able to use only about 25% of that for operations. The other 75% went to state, county, and city roads, transit, passenger rail, and more. The amount of revenue collected and retained for DMV operations – \$302 million – was less than the cost to operate the DMV – \$306 million. Functionally, this means DMV operations requires a subsidy from other parts of the State Highway Fund; this gap is going to grow over time as costs increase and fees are set at flat rates. To better serve people and businesses in Oregon with greater speed, quality, and convenience, DMV requires additional staffing and systems.

Additional customer-facing staff would allow for full staffing at available counters, shorten wait times for customers, and ensure offices don’t have to close due to staffing issues—a regular problem with today’s constrained staffing.

DMV’s Customer Contact/Call Center, which takes 1.1 million customer contacts a year, needs resources to answer calls, provide a call-back option, and offer web chat for a modern, efficient, customer-focused experience.

Funding for new mobile DMV services will allow DMV staff to bring their services directly to customers, such as people who lack access to physical DMV locations or are unable to access online services.

In total these improvements would require about \$50 million per year in additional investments, adjusted for inflation.

DMV Additional Need per year:	\$50,000,000*
Adjust for inflation	\$20,300,000
Increase Field Office Capacity	\$11,600,000
Establish Mobile Offices	\$300,000
Modernize Customer Contact Center	\$4,200,000
Focus on Controls and Operations	\$13,600,000

Adjust for Inflation (restore service level reductions due to budget cuts and inflation) (\$20.3 million annually)

This category is the investment needed (\$20.3 million per year) to restore DMV operational budget to restore service and support baselined to the 2017-19 budget, before ODOT started making cuts and before inflation eroded what could be accomplished with the DMV budget.

Increase Field Office Capacity (\$11.6 million annually)

Additional staffing and investment would support an enhanced customer service experience at field offices with shorter wait times, improved service, and fewer disruptions to service. An additional 110 front line field staff (72 TSR1, 12 TSR2, 6 TSOL), would allow for full staffing at available counters and compensate for absences due to leave, training, etc. Customers would experience much shorter wait times, and offices would not close *ad hoc* due to staffing issues. Additional camera stations at 15 of the largest offices would speed customers through transactions. An additional three Field Office Managers (RMS2 / CSM) would mean more offices have an onsite manager—rather than onsite managers covering two or three field offices—for expertise, leadership, de-escalation, and employee development. Additional trainers (three LDS1 and one OS2) would allow DMV to hire staff more quickly and provide on-going training. Additional dedicated HR professionals (one HRA3, one HRA2) would mean faster hiring and proactive corrective actions. More dedicated IS and system support positions (two ISS4, and one ISS6) would resolve system problems quicker for the half of DMV staff out in the 59 field offices across the state, supporting front line staff who are serving customers. A dedicated OLIVR system team with one OPA3, three OPA2, and two AS1 would assume system support tasks to increase efficiency and accuracy and troubleshoot issues with national database interfaces. We would also expand field office facility support with one position (FOS2) and an additional cargo van.

An additional \$11.6 million is needed annually to implement these changes.

Establish Mobile Offices (\$300,000 annually)

Purchase and maintain six mobile offices at an estimated cost of \$100,000 each (\$300K additional annually), which would provide one for each field region. Adding this on-demand mobile DMV capability will take services to customers in need, such as in small towns, congregate care including for the elderly and disabled, and disaster recovery areas such as communities impacted by wildfires.

Modernize Customer Contact Center (\$4.2 million annually)

A modernized Customer Contact Center with 18 additional FTE (11 AS1 [call agents], one CCS1 [supervisor], one PSR4 [tech], one OPA2) would support customers by answering calls, providing enhanced call-back options, and offering web chat for a modern, efficient, customer-focused experience. DMV would also further automate and streamline key services such as issuing titles and driver-type transactions by adding staff focused on OLIVR and system improvements (three OPA2, two OS2). Additional training and support staff (two LDS2, three OS2, one RA1) would

develop and maintain staff training materials, including in areas that have never had formal training available. Finally, one position (EPDS3) as well as additional funds for the DMV website overhaul would offer a helpful and equitable customer experience for Oregonians accessing the DMV website. A total of \$4.2 million in additional funds would be needed for this each year.

Focus on Controls and Operations (\$13.6 million annually)

Ten additional DMV programs and innovation staff would allow DMV to focus on program evaluation and innovation to improve internal accuracy; compliance with federal accessibility standards and additional federal legislation; and streamlining processes internally. Two additional dealer centers (requiring 4 OS2s) will improve experience of customers purchasing vehicles through dealers. Increase IS support from core system vendor allows quicker improvements and additions to online services. Conduct a comprehensive analysis of position classification—and make adjustments—so staff job duties and compensation meet the needs of how this changed organization serves customers. Approximately \$13.6 million more is needed annually to support this work.