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State Fire Marshal

01/21/2025

Senator Dibble,
Transportation Committee

Representative Koegel
Transportation Finance and Policy Committee

Senator Jasinski
Transportation Committee

Representative Koznick
Transportation Finance and Policy Committee

Re: Deputy Registrar and Driver's License Agent Financial Sustainability Report

Under Laws of Minnesota 2023, chapter 68, article 6, section 15, the legislature directed the Department of Public Safety (DPS) to engage with stakeholders in developing and preparing a report on the operations and sustainability of deputy registrars and driver's license agents in DPS's Driver and Vehicle Services (DVS). The legislature's requirements included that this report evaluate the performance and quality of services being provided, make recommendation on how to increase financial sustainability for these roles, and detail what would be necessary to sustain these positions on an ongoing basis under a variety of different financial assistance models.

To avoid bias and ensure objectivity in the findings, DVS engaged in a competitive process and contracted with a third party to develop this report. The report demonstrates a complex ecosystem of stakeholders involved in these operations, each a valuable partner in providing services to Minnesotans. While the report provides a sound evaluation of the DVS ecosystem, there is still much work to do. We look forward to engaging with legislators, partners, and stakeholders in the upcoming months.

Please do not hesitate to reach out with additional comments or requests for information.

Respectfully,

Bob Jacobson
Commissioner, Minnesota Department of Public Safety

Financial Sustainability Assessment Report

Minnesota Department of Public Safety – Driver and Vehicle Services

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Table i: Version History

Version	Delivered Date	Update Reason
DED	8/19/2024	First delivery as Deliverable Expectation Document
0.1	10/11/2024	First draft delivered to DVS for review
0.2	10/29/2024	Second draft delivered incorporating DVS feedback
0.3	11/15/2024	Third draft delivered incorporating additional DVS feedback
0.4	12/5/2024	Fourth draft delivered incorporating additional DVS feedback
0.5	12/17/2024	Fifth draft includes updates based on MDRA/DRBOA and DVS Executive briefings held on 12/12/2024
0.6	1/2/2025	Sixth draft includes updates based on feedback from DVS leadership

Executive Summary

Project Overview

On August 2, 2024, the Minnesota Department of Public Safety (DPS), Driver and Vehicle Services Division (DVS) engaged BerryDunn to conduct a financial sustainability project, the goal of which is to determine the fiscal sustainability of the current decentralized model of providing DVS services to the residents of the State of Minnesota (State). This report was commissioned based on Article 6, Section 15 (Report: Deputy Registrar and Driver's License Agent Financial Sustainability), and includes the seven elements required by statute.

This project involved six primary activities resulting in six primary deliverables. This report is an aggregation of those six deliverables and documented in Sections 1 through 7. A final report and presentation will be provided later as the final two deliverables once this report has been reviewed, updated, and approved by DPS and DVS leadership. The six primary activities and deliverables (described further in the Introduction) are intended to capture an unbiased 360-degree view of the current services and fees model.

Summary of Work Performed

BerryDunn was provided with and reviewed over 300 documents, including prior independent review reports provided to the legislature. The DPS/DVS vehicle title and registration services system vendor, FAST Enterprises, provided BerryDunn with a data extract of transactions occurring during fiscal years 2022, 2023, and the first half of fiscal year 2024.

BerryDunn collaborated with the DVS as well as the Minnesota Deputy Registrars Association (MDRA) and Deputy Registrars Business Owners Association (DRBOA) to identify a set of representatives from the service provider community for interviews. This community is generally defined as follows:

- **Driver's License Agent (DLA)**: DLAs provide services related to driver's licenses, such as issuing, renewing, and replacing licenses. These offices may handle everything from standard driver's licenses to enhanced driver's licenses and identification cards.
- **Deputy Registrar (DR)**: Deputy Registrars handle **vehicle-related services** such as registration, title transfers, license plate issuance, and renewals. Some DRs can proctor written exams. DR offices provide limited driver's license services, though their primary focus is on motor vehicle transactions.
- **Full-Service Provider (FSP)**: Full-Service Providers offer **both driver's license and vehicle services** in one location. FSPs combine the functions of both DLAs and DRs, making them convenient one-stop shops for handling all types of DVS transactions, from obtaining a driver's license to registering a vehicle. FSPs can also provide extended services such as issuing crash reports.

BerryDunn scheduled and conducted over 16 interviews with this community, as well as researching the services and fee models of six peer states. BerryDunn also issued a web-based survey to reach a broader sampling of service providers and gather information from those we were unable to directly interview. The survey resulted in an 86% response rate.

BerryDunn also requested expense data from the service providers, enabling us to analyze the revenues generated from DVS service fees with the expenses required to provide those services, resulting in a 72% compliance rate. This relatively high response rate was largely due to multiple prompts issued by DVS requesting participation. However, only 41 of these service providers provided cost data for both 2022 and 2023. Most of the respondents only partially completed the provided expense worksheet, making it impossible to make year to year comparisons for those providers. Note that the response percentages are well above expectations and were the direct result of repeated prompting and reminders from DVS, however failure of most to follow the instructions for providing expenses as well as the various inconsistent ways that counties, cities, and private providers capture expenses limited BerryDunn's ability to analyze the data (see Study Limitations below).

Peer State Review

BerryDunn reviewed six peer states by accessing publicly available information, which are: Colorado, Oregon, Nebraska, Wisconsin, Tennessee, and Florida. BerryDunn was able to interview one of these states to discuss their services and fee structure with our team, while the rest of our research was confined to publicly available information. Of the states analyzed, two (Oregon and Wisconsin) provided all driver and vehicle services using a centralized (state-only) services model. The other four used some form of decentralized or hybrid services model. Those that were decentralized largely used a public service center model, with county-based offices being the primary service providers. It appeared that the counties did not have an option to "opt in or out" of this model, as each county generally had a motor vehicle office. In these instances, the counties can set their own service fees (which were regulated and had a cap). In Florida, the county offices could outsource some services to private entities (similar to the private service providers in Minnesota). This model differed from Minnesota's in that the counties held the contracts with these private entities, and the private offices were permitted to charge an additional "convenience fee" set by the office and approved by the county contract holder.

Study Limitations

It is important to address the limitations of this study to help contextualize BerryDunn's findings and recommended considerations and identify areas where further exploration and analysis may be needed. These are as follows:

- Of the 41 service providers that self-reported expenses, the data provided was inconsistent. Private service providers seemed to have a higher confidence in the accuracy of their expense data that was apportioned to the DVS-related transactions and revenue, even if those service providers offered other non-DVS services. Conversely, many public service providers could not apportion expenses to DVS-related transactions, making it difficult to determine the profitability of the DVS-based revenue versus other revenue from other public transactions. This is because public service providers operate within a consortium of local government and might not track line items for rent, utilities, office supplies, benefits, and other expenses.
- BerryDunn did not conduct a time study to collect quantitative data on the average time to conduct specific transactions. As such, when discussing the time spent on transactions, BerryDunn reports on the anecdotal testimonies from service providers interviewed and

survey responses. It should be noted, however, that BerryDunn only included themes heard from multiple service providers, helping to increase the validity of the statements, though without the support of quantitative data.

- BerryDunn conducted 16 interviews with service providers selected by MDRA and DRBOA, DVS, and other key stakeholders. These 16 interviews were a representative sample of the entire service provider network. The web survey, which had a significant participation rate, was intended to fill in the gaps.
- BerryDunn did not have sufficient data to analyze the Public Information Center (PIC), including their work volumes, staff and scheduling models, hold/wait times, response accuracy and transaction times.
- For the Market Research component of this project, BerryDunn was either unable to reach the contacts provided for peer state benchmarking, or the contacts declined voluntary participation in an interview. Thus, BerryDunn's findings are limited to information that is publicly available.

Summary of Findings

Current State

During fact-finding interviews, BerryDunn identified a broad range of findings; many of which are shared sentiments across service providers, and some of which may be unique to specific geographic or demographic regions or by service provider type. Of the service providers interviewed and of those that responded to the survey, all expressed a strong desire to provide outstanding customer service. This was reflected in attempting to reduce customer wait time, servicing customers' questions regardless of whether fees were associated with the transaction, or calling liaisons for challenging issues and remaining on hold until they resolved the customer's problem. Some service providers were less interested in servicing no-fee transactions than others, choosing to direct customers to another location to address these transactions. However, in general, the sentiment among service providers is to "service the client in front of you" with the goal of retaining that customer for future transactions.

The service provider community generally spoke very highly of the DVS, including the PIC, the liaison support network, and the DVS' support for periodic fee increases. They did indicate that wait times for liaison support could be long (i.e., 20 – 50 minutes by phone); however, in those cases, they seemed to have a process where they ask the customer to sit and be recalled to the window once a liaison is available. Many service providers also reported that they receive calls directly from the community asking questions that may have been better served if the customers call the PIC directly. Anecdotal evidence suggests that customers try to call the PIC but are placed on hold or do not receive a satisfactory resolution to their issue, prompting them to call or visit a local service provider.

The majority of service providers retain staff ranging from one to six people, and from small one to two window operations to those that have up to 12 windows operational at a given time. BerryDunn found that service providers typically do not schedule staff to specifically support high-volume times of the day or week, but instead choose staffing levels that can manage the workload during peak volumes and may be overstaffed during lulls. Service providers reported that hiring part-time

resources to cover peak times or scheduling full-time staff to cover staggered shifts have historically resulted in attrition. DRs cited that the increased need for technology skills, customer service skills, and scene de-escalation skills have contributed to difficulties and increased cost with staff recruiting and retention. When asked if the service providers use any kind of metrics to measure staff productivity, some indicated using a “minutes per transaction” or “average transactions per day” model to casually assess productivity; however, such metrics were not universally adopted; and when they were adopted, they were primarily used to identify training gaps. Service providers are generally open from 8:30 a.m. – 4:30 p.m., with some open for extended hours one day per week. A few are open for a few hours on Saturdays, but this was not the norm.

One customer service concern expressed by some service providers is that not all DVS services are provided at all locations (i.e., not all providers are full-service providers). This causes some confusion and frustration among customers when told they must visit an alternate location for certain services. The service providers reported additional frustration when the legislature enacted a $1.00 surcharge for in-person registration renewals that is not assessed when renewing online. Though they expressed gratitude for the additional revenue, this has resulted in service provider agents having to explain why the service fee is for in-person transactions only. BerryDunn heard of anecdotal reports that customers have left the service provider location to process their renewal online, though this was atypical.

BerryDunn also asked service providers about services that they could provide (if given the opportunity). They cited many such services; however, most were not inclined to increase their service portfolio due to added complexity, physical space constraints, or competition with service providers that are close to their location.

Financials and Financial Sustainability

Most service providers, whether private or public, expressed some frustration with the increased volume of no-fee transactions, which they believe may be due to an increase in customer errors and trouble with using online services. These errors are generally user-initiated and not related to the MNDRIVE system. Based on data from the MNDRIVE dataset, service providers serviced 1.78M no-fee transactions in fiscal year 2022, and 2.02M in fiscal year 2023. No-fee transactions were most commonly voiding a previously issued license, scanning a document, changing an address, issuing commercial driver’s license medical certificates, and providing services for fully disabled veterans. This is a trend that BerryDunn does not expect will change, especially as additional online services are added to the DVS service portfolio. This means that, without changes to the customer service model, the service providers may be required to service an increasing number of customer needs without being reimbursed.

Service providers did increase their revenues from 2022 to 2023, but their costs increased even more, and thus more service providers lost money in 2023, and those that were profitable saw their profits reduced. Of the service providers that were profitable, many offer additional lines of service (the most lucrative of which is generally passport services). Though the legislature has provided some fee structure relief through increased fees, this may not be a sustainable model in the future as transaction volumes for service providers continue to decline and the increased fees become methods to offset this decline.

Additionally, service providers conveyed that certain transactions take more time with the customer due to the length of an application and specific requirements (such as Real or Enhanced IDs), or due

to complex and unique circumstances (such as transferring a decedent's title). In contrast, certain transactions, such as tab renewals, generally require less time with the customer (reportedly five minutes on average) and generate $9.00 per transaction. Service providers have reported an increase in the more difficult, higher effort transactions, whereas the faster, easier transaction volume appears to be declining primarily due to the availability of online services. They also reported a belief that the increase in popularity of online and other self-service options has resulted in reduced transactions being processed in person at service provider locations. The number of registration renewals dropped by approximately 21,000 from 2022 to 2023, but this was less than a 1% drop in the over 2.8 million renewals completed yearly.

Service providers did report an increase in transactions related to new Real ID cards. However, the May 7, 2025, deadline for Real ID is approaching. New license applications increased by over 11% from 2022 to 2023. According to DVS data, as of November 1, 2024, 38.54% of Minnesotans have obtained a Real ID. Historical data around previous Real ID deadlines does not reflect significant increases in applications. As such, service providers may continue to receive revenue from Real IDs even after the deadline depending on factors such as compliance rate. Even so, demand for Real IDs is not expected to be a significant source of revenue for the service providers moving forward.

Private service providers tend not to provide their employees with benefits (hourly wage only) but stay competitive in the job market by providing no-cost benefits such as flexible work hours. This is a significant difference from public service providers that provide their employees with salary and benefits which are competitive with the government market, and in some cases, regulated by unions. Because of this, salary and benefits for public service providers represent a higher percentage of the overall expenses than for private service providers. During our field visits some private service providers reported that they lose employees to a public service provider location.

DVS Service Model Options

As part of this project, DVS requested BerryDunn to identify possible alternatives to the current decentralized service model. This exercise involved analysis of the input provided by the service provider network and DVS, as well as research of six peer states. It is important to note that the current decentralized model with counties, cities, and private service providers providing DVS services remains an option for consideration.

In Section 7, BerryDunn explores the concepts of maintaining the current services model, centralizing DVS services or decentralizing DVS services in part to county governments. Within this exploration, BerryDunn considered the following factors: travel time requirements, accessibility needs, services provided, customer service goals, facility development costs, initial equipment costs, ongoing facility costs, and personnel costs. BerryDunn also identified four population centers throughout the State: the Minneapolis/St. Paul metropolitan area, Rochester, St. Cloud, and Duluth. The concept of population centers vs. rural areas is a key consideration service delivery within the State. BerryDunn summarizes the analysis of these models below.

- **Current Model:** DVS could opt for maintaining the current model, which involves a hybrid approach to providing DVS services. This approach includes centralization of many driver's license transactions, with decentralization of other driver's license transactions as well as all vehicle transactions.

Benefits of this model include:

- Increased customer service through a network of over 190 service locations; reducing travel time and increasing convenience
- Ability for customers to conduct business for multiple types of transactions in the same location (i.e., county service providers that also provide other services)

Challenges of this model include:

- Identifying a financial model that is scalable (up and down) based on work performed by services providers to conduct the business of the State (DVS)
- Maintaining a consistent level of service across multiple delivery platforms and service providers (e.g., state, municipal, county, and private)
- Increasing self-service options and use of technology (i.e., for mobile driver's licenses) while not negatively impacting service provider profitability

- **Centralized services:** Should DVS wish to centralize its services, it would have to build the infrastructure currently provided by its DR, DLA, and FSP partners. Though the analysis may vary based on DVS' standards of wait time and customer travel time, BerryDunn recommends DVS implement 12 to 15 service centers across the State for less than 60 minutes of customer travel time, and 32 to 35 locations for less than 30 minutes of customer travel time. To maximize efficiency, these service centers should be FSPs. DVS would incur facility startup and ongoing overhead costs, of which it is not currently paying. Further, service providers reported their highest cost to be for labor and personnel, and thus in a centralized model, DVS would be responsible for salaries and benefits of staffing the DVS service centers. Though these costs would be significant, DVS would also retain all of the fees it is currently sharing with service providers. Further, DVS could help standardize service delivery across the State, and it would be better positioned to rollout more online services without the financial repercussions on service providers.
- **Decentralized services with county government:** DVS could maintain a decentralized model but shift how services are provided. Through legislative change, DVS could partner with county government to provide DVS services and likely save on some infrastructure and personnel costs that would be associated with centralization. If counties are not mandated to participate, DVS would need to supplement the service centers where there are gaps in service (i.e., where country-run providers do not currently exist), or alternatively, structure the model so that county governments could outsource and be the contract holders with third-party providers rather than DVS. Though these models each have their costs and benefits, overall, DVS benefits from a decentralized model in that its resources can be applied to different priorities (compliance, policy changes, expanding services, long-term strategy) rather than service delivery. More data is needed regarding physical space availability in existing county buildings and filing fee and/or cost sharing models to help incentivize counties to offer DVS services.

Recommended Considerations Summary

Throughout this report, BerryDunn provides several recommendations for DVS to consider, some of which are those that DVS may implement autonomously in the spirit of continuous improvement of the current model, and others may require legislative action. Some of the autonomous DVS considerations should also survive and support whichever long-term direction the DVS chooses for providing its services.

DVS Considerations

This section includes activities that DVS may be able to act on within the current governance and decision-making model.

- **Improve PIC services.** There was general consensus among service providers that no-fee requests and questions could be and should be serviced by the PIC. However, BerryDunn heard from service providers that responses from the PIC can be inconsistent, resulting in customers visiting their local service provider for help. BerryDunn recommends that the DVS conduct a full analysis of the PIC, including staffing model, wait times, number of abandoned calls, and resolution rate, assuming that DVS has software that such collects call center data. DVS could also explore telephone pick options and phone tree options to help route callers appropriately. BerryDunn further recommends that the DVS considers setting specific service standards for services provided by the PIC, such as average wait times, percentage of abandoned calls, transaction processing times, and other service-based metrics. This may require additional phone lines, additional staffing, and updated training to support defined service level metrics.

- **Improve liaison services.** Most service providers reported they valued the services provided by their assigned liaisons. However, all service providers reported long wait times to access a liaison, and desired the liaisons take a more active and advocacy role with the service providers. This may take the form of a more traditional “account manager” position, where there is regular, visible, and useful outreach (both in person and electronically) to help ensure that the service providers are receiving the level of support required to represent the DVS in providing their services. BerryDunn recommends that the DVS review the liaison network and consider redesigning it to be more proactively customer service oriented. We further recommend that this redesign provide a detailed description of the available liaison services, including roles and responsibilities. It is important that the service provider network be intimately involved in this redesign.

- **Streamline MNDRIVE transactions and workflows.** Service providers reported that the MNLARS to MNDRIVE transition helped improve quality, data accuracy, and improved overall customer service. They also reported that processing transactions in MNDRIVE takes longer than in MNLARS. This sentiment may be attributed, in part, because MNLARS solely processed vehicle-related transactions and MNDRIVE is used to process both driver and vehicle services. Additionally, service providers are now required to undergo a more comprehensive data review and validation with the customer at the window. BerryDunn recommends that DVS considers undertaking an initiative to identify ways to streamline some of the highest volume transaction process workflows, reducing keystrokes and the number of screens required to process the transactions. Given that MNDRIVE is a

commercial- off-the-shelf system with limited flexibility in configuring efficiencies into the workflows, BerryDunn realizes this exercise may result in limited results.

- **Incentivize non-FSPs to become FSPs.** To provide a more seamless customer experience, DVS may consider incentivizing non-FSPs to become FSPs. BerryDunn heard from service providers who want to become FSPs that there are cost barriers due to prospective renovations to accommodate the needed equipment. Further, DVS may consider revisiting the requirements, application, and approval process, as some service providers reported it to be a barrier to becoming an FSP.

Considerations Requiring Legislative Action

From BerryDunn's analysis, the current service model – specifically related to how fees are used to compensate service providers – is not sustainable. Though the legislature authorized increased fees in 2023, service providers' costs are outpacing their revenues. From 2022 to 2023, the number of providers who lost money increased and the profits for the remaining providers decreased. This situation is not sustainable and unless the service providers' compensation model is changed, BerryDunn assumes more service providers will decide to close their offices.

While a time study was not included in the scope of this review, there is anecdotal evidence to suggest that service providers continue to experience an increased volume of no-fee transactions, resulting in increased staffing expenses without a commensurate increase in revenues. BerryDunn recommends DVS conduct a formal time study to objectively quantify the impact on no-fee transactions to service providers. To help ensure long-term financial sustainability, BerryDunn recommends either increasing the filing fees and/or increase the amount of current fees that are retained by the service providers. This can be achieved through various avenues, described below and in more detail in Section 2.2:

- Increase the amount of fees retained by service providers based on average effort spent on transaction type;
- Increase the amount of fees retained by service providers based on the percentage of average cost increases from the previous two fiscal years;
- Increase the fees the public pays for transactions and allocate a portion of the increased fees to the service providers;
- Compensate service providers for no-fee transactions; or
- Replace the current transaction fee model with a model that compensates the service using a percentage of revenue based on transaction volume per location.

From this analysis, BerryDunn reviewed the current in-person filing procedures and the fees associated with this process. Currently, there is a $1.00 fee for in-person transactions. The funds collected from this in-person fee are retained by the DRs. In an effort to remove confusion and increase customer satisfaction, BerryDunn recommends that the DVS and the Legislature consider either removing the fee entirely or applying the fee evenly across in-person and self-service transactions. This should relieve any concerns and confusion about why the customers would pay an extra fee for in-person transactions instead of online.

As a long-term structural change not directly related to current state financial sustainability, BerryDunn recommends that DVS explore options to provide all, or most, DVS services at each service center location, including proctored driver exams, road exams, all driver's license services, and all registration and titling services. This may take the form of full-service DVS locations located strategically throughout the population centers, or a hybrid of full-service DVS locations and full-service third-party locations, where the branding, services, and experiences are identical regardless of location. Customers would benefit from the efficiency of this consolidation, and DVS may be able to cross-train staff to perform various job functions to help reduce the need for adding resources to deliver these services. Section 7 of this report provide more detail on the options for changing the model for how driver and vehicle services are provided to the public.

Introduction

Project Background

The Minnesota Department of Public Safety (DPS), DVS has retained Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to produce a financial sustainability report evaluating its DRs, Driver's License Agents (DLAs), and FSPs operations. BerryDunn's analysis includes utilizing the Minnesota Drive (MNDRIVE) reporting data and liaison audit data, interviewing DVS and its service providers, and analyzing financial data submitting on behalf of DRs, DLAs, and FSPs. BerryDunn also reviewed previous reports from the Office of the Legislative Auditor (OLA) and Independent Expert Review to inform the analysis. This project involved eight phases, described below.

Project Phases

As requested in the RFP BerryDunn responded to, we have organized this project into eight distinct, yet overlapping, phases as described below:

- **Phase 1: Conduct Current State Stakeholder Analysis.** BerryDunn conducted outreach activities to the stakeholders defined in the register and set forth by DVS. This included accessing data not currently available in MNDRIVE, processing surveys to internal (DVS) and external stakeholders (DRs, DLAs, and FSPs), and interviewing a representative sample of providers to gain an understanding of the current data and processes used across these stakeholder groups. This information was used to supplement the information gathered in subsequent phases.
- **Phase 2: Evaluate Current Operational Performance.** BerryDunn analyzed available MNDRIVE data to gain insight into the transaction volumes and service analytics currently produced through services provided by the DRs, DLAs, public offices and DVS staff.
- **Phase 3: Produce Financial Model Options and Considerations.** BerryDunn collaborated with DVS to develop and refine possible financial model options that will support the current services model and scale into the future.
- **Phase 4: Analyze Impact of Online Services Expansion.** Based on the DVS vision to continue to expand online services to the residents of the state, BerryDunn evaluated the likely efficiencies gained through these services, and the impact on service providers from a process and financial perspective.
- **Phase 5: Perform Market Analysis.** BerryDunn reviewed the processes and financial models of three to four peer states set forth by DVS. BerryDunn conducted interviews with these states and documented their models against the DVS model.
- **Phase 6: Evaluate DVS Assumption of Services.** Phase 6 is an introspective look at the feasibility of DVS assuming responsibility for the services currently provided by service providers. During this phase, BerryDunn identified both functional and financial models compared against the current and future models identified in the previous phases.
- **Phase 7: Produce Final Report and Presentation.** BerryDunn packaged the previous six deliverables into a final report with each of the prior deliverables in discrete sections, with an executive summary that describes the work completed, recommendations for consideration,

and likely outcomes of maintaining (yet evolving) the current services model versus centralizing the services model within DVS. Once the report is complete and approved by DVS, BerryDunn will present the findings in the report to a broader DPS and DVS leadership audience.

- **Phase 8: Conduct Project Closeout and Lessons Learned Workshop.** BerryDunn will close the project by helping ensure that all appropriate documents and materials are turned over to DVS, then conducting a brief (two to four hour) lessons learned exercise that will determine what went well and what could have been improved during the project. This information will be documented in a final artifact called the Project Closeout and Lessons Learned Report.

Outcome of these phases are described in report sections as described in the Report Format section below.

Report Format

This report is structured as follows; the numbered sections align with the seven discrete requirements outlined in the statute referenced above:

Executive Summary: Provides an overview of the report findings related to the six primary domains addressed within the scope of this project.

Introduction: Summarizes project background, phases, and report format.

Methodology and Approach: Describes the process that BerryDunn used to review and analyze provided data and documentation, surveying internal and external stakeholders, and interviewing a subset of internal and external stakeholders.

Section 1: Evaluates the current performance and impact of the quality of services provided by deputy registrars and driver's license agents to the residents of Minnesota.

Section 2: Evaluates and makes recommendations on how to implement financial sustainability for deputy registrars and driver's license agents.

Section 3: Details the amount of financial assistance necessary to sustain deputy registrars and driver's license agents.

Section 4: Explains each considered model of financial assistance or support for deputy registrars and driver's license agents.

Section 5: Evaluates the impact on deputy registrars and driver's license agents if expanded online services are offered by the Division of Driver and Vehicle Services.

Section 6: Details a five-, ten-, and 20-year analysis of the role of deputy registrars and driver's license agents in motor vehicle registration and driver licensing.

Section 7: Evaluates and makes recommendations on the Division of Driver and Vehicle Services assuming all of the services provided by deputy registrars and driver's license agents, or the services provided by private deputy registrars and private driver's license agents, including but not limited to identification of necessary financial resources, market-rate financial assistance, cost of a transition, and analysis of fees and appropriations.

Appendix A: Lists abbreviations, acronyms and term definitions used throughout this report.

Appendix B: Lists documentation and data provided by the DVS and the DR/DLA/FSP network and reviewed by BerryDunn.

Appendix C: Lists the personnel met with during fact-finding meetings who informed the contents of this report.

Appendix D: Provides the responses received from the external web survey.

Methodology and Approach

This section describes the process BerryDunn used to review and analyze data provided and outlines the project approach as it relates to data gathering.

To accomplish project objectives, BerryDunn utilized both qualitative and quantitative mechanisms for gathering data and information. We elaborate upon our approach below.

Database Extraction

DPS-DVS provided BerryDunn with an extract of financial data from MNDRIVE, the State's vehicle title and registration transaction system. This extraction provided a history of transactions made across the DVS, DR, and DLA locations; as well as self-service online transactions over two and a half fiscal years (FY22, FY23 and half of FY24). BerryDunn reviewed this data and categorized it by transaction (e.g., driver's license renewal, vehicle registration, etc.) to quantify the volume of transactions and associated fees occurring by service provider. This information serves as a foundation with which to analyze workload across locations and providers and calculate profitability of the service providers after subtracting annual expenses.

Stakeholder Interviews

BerryDunn conducted a series of interviews with project stakeholders both internal and external to the DPS-DVS. During interviews, BerryDunn explored the topics of general business processes, staffing, transaction volume by location, fee structures, revenue data, and annual expenses associated with providing DVS services, when applicable. BerryDunn aimed to categorize and quantify, to the extent possible, which service provider (DR, DLA, or DVS) is providing which services, at what costs, and at what volume. BerryDunn also aimed to explore the nuances of DRs and DLAs regarding relative location to accessing a DVS office to help determine regions that may be under- or overserved.

Two BerryDunn teams met with 14 providers throughout the State over a four-day period, described further in Section 1. BerryDunn also interviewed DVS leadership via teleconference, in addition to meeting with the authors of the previous independent report published in 2019.

Stakeholder Engagement via Web Survey

To reach a broader stakeholder group outside of focused interviews, BerryDunn created and distributed a survey to all DVS service providers. The survey results helped supplement the information gathered during stakeholder interviews and allowed BerryDunn to better capture DVS' current state. Survey responses and subsequent analysis is provided in Section 1.7 and Appendix D.

1. Current State Analysis

This section synthesizes the feedback received from both internal stakeholders (DVS) and external stakeholders (DRs, DLAs, and FSPs) through various channels such as surveys, interviews, and review of provided documentation, and evaluates the current performance and impact of the quality of services provided by deputy registrars and driver's license agents to the residents of Minnesota.

1.1 Work Performed

DVS—via the MDRA and DRBOA—provided BerryDunn with a list of providers throughout the State we should visit and interview key staff. BerryDunn conducted on-site interviews with both publicly operated (County or City) and privately owned providers, classified as Driver's License Agents, DRs, and FSPs. These providers are defined as follows:

- **Driver's License Agent (DLA)**: DLAs provide services related to driver's licenses, such as issuing, renewing, and replacing licenses. These offices may handle everything from standard driver's licenses to enhanced driver's licenses and identification cards.
- **Deputy Registrar (DR)**: Deputy Registrars handle **vehicle-related services** such as registration, title transfers, license plate issuance, and renewals. DR offices provide limited driver's license services, though their primary focus is on motor vehicle transactions.
- **Full-Service Provider (FSP)**: Full-Service Providers offer **both driver's license and vehicle services** in one location. FSPs combine the functions of both DLAs and DRs, making them convenient one-stop shops for handling all types of DVS transactions, from obtaining a driver's license to registering a vehicle. FSPs can also provide extended services such as issuing crash reports.

Table 1 below identifies the provider location, provider type, and if the provider is a public or private entity for the service providers met with during field visits. One privately owned DR declined an interview due to staffing shortages.

Table 1: Interviews Conducted by Location, Service Provider Type, and Ownership

Location	DR	DLA	FSP
Public Entity			
Washington County (Forest Lake)			•
Blue Earth County (Mankato)			•
City of Robbinsdale	•		
Morrison County (Little Falls)			•
St. Louis County (Duluth)			•
Wright County (Buffalo)			•
Private Entity			

Location	DR	DLA	FSP
Brainerd			•
Cokato	•		
Coon Rapids			•
Eagan			•
Faribault			•
Hastings	•		
Kasson	•		
South St. Paul	•		

During interviews, BerryDunn met with office leadership and staff, discussing topics related to services provided, transaction processes (online vs. in-person), filing fees, revenue, communication with DVS, and general fiscal sustainability. Prior to BerryDunn's arrival on-site, the designated interviewees received an interview guide detailing the questions of exploration. The general questions asked were as follows:

- Please describe the services provided by your team, including challenges associated with providing those services.
- Please describe services not provided by your team (i.e., provided solely by DVS or other agents) and any challenges associated with not providing those services directly.
- Please describe how increased electronic (online) self-service has impacted your provisioning of services.
- How is the MNDRIVE system working for you? Are there any challenges with the software?
- Do you have any data on the number of customers who use the driver's license pre-application process? If yes, do you have any data or observations on the difference in service time for customers who use the pre-application process?
- Do you have data on how many of your customers use Fast Track? If yes, do you have any data or observations on the difference in service time for customers who use the Fast Track process versus the regular process?
- Please discuss current staffing models and backlog of service requests, if any.
- Please provide a listing of your staff with a short description of each staff person's responsibilities and the functions they perform.
- Please provide us with the expenses you incurred and the revenues you received during the past year providing DVS services. We would appreciate it if you could provide the expenses and revenues by category. You do not need to provide it to us in any specific format, however, the costs and revenues are organized in your accounting system would be very helpful.

- Please provide any data on the salary and benefit costs for regular hours of work and for overtime work for your staff.
- How do your costs and revenues for the past year compare to the previous three years?
- What are your expectations for how costs and revenues will change in future years?
- What are the high-margin transactions you perform (i.e., the revenues you receive exceed the cost to complete the transactions) and the low-margin transactions you perform (i.e., the revenues you receive do not adequately cover the costs of providing those services)?
- To what degree are you performing customer support functions or other activities where you do not receive compensation for those services? Can you quantify what portion of your workload is for non-compensated activities?
- What are the major barriers to you providing high-quality services where your revenues exceed your costs and for private entities you make a reasonable profit?
- Please describe the relationship between your office and DVS.
- Are there any management, communication, logistical, or other challenges when interacting with DVS?
- Do you have performance standards established for your office and/or staff? If yes, do you track performance against those standards and can you provide us with data on your performance against those standards?
- Do you have any plans to become a full-service provider (FSP), If yes what are the barriers to becoming one? If no, why have you chosen to not become an FSP?

While BerryDunn noted some variations in staffing models and practices between private and public models, there was consistency across providers when discussing transaction processes, fee structures, revenue, and sustainability. In addition to in-person interviews, BerryDunn distributed a survey asking similar questions to all service providers. Further, BerryDunn met with DVS leadership to gather their perspective on the service model. A detailed account of BerryDunn's findings is included in the following subsections, and in Section 2.

1.2 Driver's License Agents

BerryDunn encountered a limited number of offices operating solely as DLAs. DLAs focus on driver's license and identification cards for State residents. Recent factors such as Real ID, Enhanced ID, and Driver's License for All for all have impacted the workload and resourcing of local providers.

Beginning May 7, 2025, a Real ID will be required to board domestic flights and access federal buildings, with a passport or other federally accepted ID as the only valid substitute. As this deadline for the mandate approaches, service providers report that driver's license requests and renewals for Real IDs has increased. Services providers also report that these transactions typically require a higher level of effort than the prior standard driver's license due to the strict requirements and acceptable documentation. Local offices anecdotally reported spending 20 minutes to an hour with customers explaining the requirements and why certain documentation is noncompliant.

The State also offers an Enhanced ID which can serve as a driver's license and an acceptable form of identification for border crossings to Canada, Mexico, and certain Caribbean countries in lieu of a

passport. Similar to the Real ID, service providers reported these transactions require a higher level of effort than the standard driver's license due to the application requirements. Because of this, local offices refer to Real ID and Enhanced ID as "long applications."

Another higher effort application is the Driver's License for All. This law, effective from October 1, 2023, allows residents, regardless of immigration status, to apply for a standard Class D driver's license. This law removes the requirement to provide proof of legal presence in the U.S., enabling undocumented persons to legally drive and obtain insurance. However, applicants must provide proof of identity in the form of two government documents (such as a passport and a birth certificate) that are generally issued in a foreign country. Service providers reported that Driver's License for All transactions often take longer due to language barriers. Further, staff reported often needing to explain the standard of acceptable documents to the customer. Full Agent DR offices also reported similar observations regarding Real ID, Enhanced ID, and Driver's License for All services.

All service providers interviewed reported an increase of transactions that take longer to process (e.g., Real ID and Enhanced ID transactions) as the quicker, high-margin transactions such as tab renewals have decreased. One office reported an increase of $70,000 in fees collected for higher effort application licensing from January to August of 2023 compared to the same time frame in 2024, reflecting similar sentiments from other offices that higher effort application transactions have increased substantially over the last few years. As explored further throughout this report, this reflects a trend of DLAs, DRs, and FSPs experiencing an increase in the volume of complex, lengthier transactions, for which the compensation of is generally not covering an office's expenses.

Additionally, the process to obtain Real ID or Enhanced ID can be initiated online through the DVS website through the pre-application process, though the customer must visit to a local office to complete the transaction. Providers reported that if all paperwork was completed correctly, the transaction time could be cut in half. However, staff frequently encounter errors in the online application process whereby increasing transaction times.

All offices issuing driver's licenses or IDs (DLAs and DRs) gave positive feedback regarding the fee increase to $12 enacted in 2023. The increase in fees aided offices in resourcing to meet the additional workload because of more complex and time-consuming transactions related to higher effort transactions. Conversely, many providers that we met with reported concerns of a possible drop in demand for Real ID once the May 7, 2025, deadline passes. Offices perceived this drop in license transactions may result in loss of revenue and pose a challenge for long-term strategic planning, depending on extraneous factors such as Real ID compliance rate.

1.3 Deputy Registrars

BerryDunn visited private and public DR offices across the State. In the following subsections, BerryDunn describes the services provided, consistencies and differences among privately owned and government operated DRs, and the variation among DRs located within the Minneapolis/St. Paul metropolitan (Tier 1 to Tier 4 suburbs) compared to more rural locations.

1.3.1 Provider Types

Deputy Registrar (Limited Agent)

BerryDunn's analysis found that DR Limited Agents primarily offer vehicle-related services such as registrations, tab renewals, title transfers, and vehicle plating. These offices can conduct simple renewals of driver's license and are able to make limited changes to existing licenses; they are unable to issue new licenses. Furthermore, Limited Agents in metropolitan areas expressed little interest in expanding into Full Agent or FSP offices due to factors like proximity to other DRs, physical space limitations, rent costs, and staffing challenges. In contrast, Limited Agents in rural areas showed interest in becoming Full Agents, believing that reducing travel times for residents to access license services would be beneficial both for their business and for the community. However, Limited Agents noted barriers to expansion that included infrastructure costs (e.g., acquiring a camera or vision test machines), renovation costs, and the perception of a cumbersome process required by DVS.

Deputy Registrar (Full Agent; Full-Service Provider)

The majority of DRs BerryDunn interviewed were Full Agents. BerryDunn observed a variety of service deliveries provided by the offices, further described below. Full-service DRs can provide all services, including changing an address on a driver's license. Currently, any address changes must be performed in person at a DLA or DR (Full Agent).

FSPs offer a combination of driver's license and vehicle services at a single location, effectively merging the roles of DLAs and DRs. This structure provides a convenient one-stop shop where customers can manage all types of the aforementioned DVS transactions, such as obtaining or renewing a driver's license to registering a vehicle. FSPs are designed to streamline processes and increase accessibility for users.

In addition to core services, FSPs also have the capability to make changes to existing driver's licenses, such as updating addresses. This added convenience further enhances the customer experience by reducing the need for multiple visits to different service providers.

BerryDunn observed that many FSP offices handle a significant volume of title processing for dealerships, highlighting their role in supporting commercial vehicle transactions. Other important services offered by FSPs include crash report processing and access to driver's license records, adding further value to the range of functions available at these locations.

1.3.2 Services Provided

DRs provide vehicle-related services, including the processing of title and registration applications for motor vehicles, watercrafts, snowmobiles, and ATVs. DRs also issue license plates, and tabs, and they collect and remit related taxes and fees to the state. Some DRs may also offer supplementary (non-DVS) services as additional sources of revenue, such as passports, notary, and hunting and fishing licenses on behalf of the Minnesota Department of Natural Resources (DNR).

International Registration Plan/International Fuel Tax Agreement

A limited number of DRs (8 offices statewide) provide an additional DVS service related to International Registration Plans (IRP) and International Fuel Tax Agreement (IFTA) for commercial trucks participating in interstate commerce. This service is often referred to as "prorate" due to the prorating of fees according to the time spent in each state. BerryDunn found this service to be a challenge for providers due to the requirements and processing time, the filing fee, and because of the limited number of DRs that offer this service.

IRPs involve initial registration through the DVS Prorate Office, licensing (fuel), credentialing, and plating for commercial trucks. Though DRs can facilitate the application process through appointment and can plan for staff time accordingly, the transactions are often complex and can require an extended amount of time and effort on the part of the provider. Typically, IRP appointments are scheduled for 30 minutes, though some DRs told us that an appointment can take an hour or more depending on the customer. Each provider collects a filing fee of $13 per IRP transaction.

Due to the limited return on investment related to the fee collected compared to work performed, other DRs reported they are not interested in pursuing this line of service. To illustrate this, BerryDunn interviewed a full-time staff person dedicated to processing IRPs who is paid $25 per hour. This means the private DR provider is, in general, collecting $26 in IRP transaction fees per hour (two 30-minute appointments) while paying the FTE $25 per hour, leaving $1 in gross revenue.

BerryDunn noted the demand for IRP services ranges from larger companies to small businesses, including local farmers. One DR told us that customers choose to visit their private office because IRP appointments are scheduled weeks out at the DVS Prorate Office in St. Paul. Because IRP applications are due annually on March 1, local providers reported experiencing a busy season from December through February. Despite the low revenue margin, one DR reported that most of their annual income is generated during the busy season. This may be attributed to attracting companies with large fleets (1,000+ trucks), and to the limited number of service providers offering IRP services across the State.

Tab Renewals

Among all services provided, DRs reported tab renewals to be the most common and high-margin transaction and account for a significant portion of their business. Since the current DVS-DR model of reimbursement is based on fees collected per transaction, DRs reported they have experienced a negative impact on revenue since the rollout of online tab renewal services due to a decrease in in-person transactions.

DRs described tab renewals as a brief transaction (three to five minutes) with a high-margin value of $9. Service providers reported these transactions help compensate for staff time spent on more complex transactions. All DRs interviewed, both private and public, held the perspective that online tab renewals have severely impacted their business. Service providers perceive an increase in more complex, low-margin or no-fee transactions while reducing the number of low-effort, high-margin transactions. This impact was especially apparent in privately-owned offices since no operating budgetary supplement (often in the form of a tax levy) could be sought, as is common practice with public offices. Additionally, DRs reported during interviews that the increase of online tab renewal transactions has also resulted in an increase in customers visiting DR offices to address issues related to those online transactions, resulting in no-fee transactions for the DR.

Titles

DRs also offer vehicle titling services. DRs report that these are generally simple transactions but can be complicated by unique circumstances, such as with a decedent and trustee or a non-titled vehicle. Dealers can begin the title and registration application online, which can then be processed expediently by staff if there are minimal errors.

DRs also process titling for new and used car dealerships through MNDRIVE'S Electronic Vehicle and Title Registration (EVTR) service that allows licensed dealers submit the titles electronically and provide the customer with license plates immediately instead of a 21-day permit at the time of sale. The DRs are responsible for auditing the information to help ensure correctness, as DVS does not do an additional quality assurance check for these EVTR transactions. While this process is more efficient, some offices noted the liability associated with facilitating these transactions, as they do not have access to the dealership's inventory and cannot validate the license plates given. One office reported multiple instances of a dealer issuing the customer wrong license plates, which the DR was then tasked with rectifying.

For titles warranting an expediated return of 7 to 10 days (such as an out-of-state move or vehicle repossession), customers can opt to Fast Track the title and pay an additional fee of $20, $10 of which goes to the service provider. BerryDunn noted a lack of consistency in the use of Fast Track across DR offices. In practice, some providers inquired if the customer wished for the Fast Track service while other offices interpreted the use of the service as appropriate in only certain circumstances. Some DRs report that dealerships predominately use Fast Track for all vehicle titles. DR staff also reported that the Fast Track queue dictated the availability of the service.

Kiosks

Kiosks are in limited use across the State and provide a self-service option for those who may not wish to visit a service provider or may not have access to appropriate technology to utilize self-service options via the internet. Kiosks may be installed in a service provider's office or located off premise. When on premises, the DR is considered to be the "lead DR" for the kiosk and is not required to share revenue generated by it; however, the on-premise model is not encouraged by the kiosk vendor, nor generally not feasible for the DRs. When off premises, a "lead DR" is designated based on statute and by rules defined within the "Self-Service Kiosks Addendum for Deputy Registrars." In the off-premises model, DRs typically share revenue generated by the kiosk with other DRs within a 10-mile radius of the kiosk. Customers can use kiosks to process registration renewals. Although not universal, the service providers that BerryDunn interviewed did not find significant value in having a kiosk on premise, and those that do not have a kiosk were not particularly inclined to get one. Responses to the web survey did indicate a fear that increased services provided online and via the kiosks may drive traffic away from in-person visits to local service providers; though providers are clear that transactions processed at kiosks generate revenue for those providers.

1.4 DVS Services

BerryDunn met with internal DVS staff to discuss the services it provides and how it differs from DLAs, DRs, and FSPs. DVS offers certain services and authorizes some transactions in which service providers do not. For example, DVS gives road tests, approves applications, amends a hold or corrects errors on a customer's account, and provides variances. However, the State does not

have offices for other motor vehicle services, as these are solely outsourced to public (city or county) and private providers. Rather, DVS is performing the final quality control check prior to issuing most of the titles (except for the few that qualify for the auto-approval process), issuing personalized plates or disability certificates, and handling impounds and alcohol-related violations through the courts.

Though DVS leverages local governments and privately run offices to deliver driver's license and vehicle-related services, DVS staff described the relationship with those providers as "complicated." DVS leadership and staff is tasked with overseeing and regulating the approximately 300 service providers (DLAs and DRs) throughout the State. Further, DVS is also tasked with providing direct support with those offices to best support State residents. Hence, DVS is tasked with maintaining a proper balance of oversight and accountability with a supportive, positive working relationship with its service providers.

In furtherance of their mission, DVS utilizes technology as well as personnel to support the local offices. As a means of support, DVS offers the PIC to provide support to local offices or citizens seeking information. The PIC offers support from Monday to Friday, 8:30 a.m. to 4:30 p.m. The PIC may also be contacted via email and strives to respond within one business day to inquiries. Though a detailed review of the PIC was not conducted as part of this project, BerryDunn heard from several service providers during interviews that they believed the PIC cannot properly serve the current call volumes, and as a result, customers may become frustrated and visit or call a service provider to obtain the information they need or answer their questions. They indicated that this places an increased burden on the service providers because they spend time addressing the customers' concerns and do not get compensated for the work. A combination of a comprehensive review of the PIC and a time study of transaction types should provide sufficient data to assess the extent to which services providers are assuming customer service burdens without adequate compensation.

BerryDunn did not formally review the PIC as part of this study and recommends DVS invest in an analysis to determine the extent to which the PIC is meeting customer needs, and service providers can reroute customers to the PIC as appropriate. BerryDunn conducted research on industry best practices for similar contact centers and found the following to be key performance indicators of good customer service[1]:

- **First call resolution rate:** Aspiring to resolve a customer's issue with the first call 70-79% of the time.
- **Customer satisfaction score:** Using a scale of 1 (very satisfied) to 5 (very dissatisfied), aspire to achieve a customer satisfaction score of 78% being "very satisfied" or better.
- **Average handle time:** Measuring the average time it takes to resolve a customer's issue. Call center industry standard is 10 minutes; however, the nuances of the DVS services may alter this. This includes agent talk time, hold time, and after-call task time.
- **Service level and response:** Measuring the time it takes to answer a customer's call, e.g., wait time. Best practice suggests that this should be less than 120 seconds. There are also

[1] https://www.sqmgroup.com/resources/library/blog/industry-standards-top-call-center-kpis

best practice metrics when using other contact methods such as emails, chats, text messages, and so on.

- **Agent turnover:** Aspiring to maintain 20% or less attrition annually.
- **Occupancy rate:** Measuring the percentage of time agents spend handling customer issues. The industry standard is between 75% and 85%. Over 85% is not sustainable and may result in burnout and attrition, and under 75% may be an indication of underutilization or possibly over staffing.
- **Abandon rate:** Measuring the percentage of calls that are abandoned by the caller. Aspire to be lower than 5%.
- **Callers put on hold:** Measuring the time spent that the customer is on hold. Aspire to an average on-hold time of 55 seconds.
- **Caller's call transferred:** Measuring when a call must be transferred to another agent or supervisor to complete the service. Aspire to 15% of the time or less.
- **Complaint Calls:** Measuring the number of complaint calls. Though customer complaints are not comfortable, recovery from these can increase customer satisfaction. If DVS is not currently tracking these types of calls, it may consider doing so. Aspire to a complaint standard to 8% or less of the total call volume.

For more information regarding customer service in the DVS space, BerryDunn recommends **this recent podcast** published by AAMVA.

DVS also leverages regional liaisons to support service providers. DVS staff serving as liaisons are assigned several local offices within a region. The liaisons are responsible for direct communication with assigned offices for responsibilities to include communication, issue resolution, general questions, training materials, and overall compliance to State standards and regulations. DVS reported that liaisons would like to have more direct contact with their regional offices but find it challenging to do amidst high workload volumes. The service providers also reported that they would like to have a stronger, more collaborative relationship with the liaisons.

Adding to the complexity of DVS operations are the ever-changing laws and regulations governing their duties. Like most State agencies, DVS administers services (license and vehicles) per laws established by the State legislative body. All practices, services, and associated fees are established by legislative mandates. This is a direct challenge for DVS staff when working with service providers as business partners. One such example is the $1.00 Local Office Fee enacted by the legislature in 2023 for walk-in registrations renewals. Though a law was passed by the legislature, DVS was in a delicate position, needing to notify citizens of the fee, implement the statutory changes and train the service providers, and communicating effectively to ensure the public did not blame local offices for the fee.

When envisioning the future, the DVS staff sees numerous opportunities to make services more accessible to the public through use of online tools and kiosks. Conversely, DVS struggles with balancing the desire to increase online offerings whereby benefiting the public and alienating their public and private local offices who may experience a subsequent decrease in transactions. Any

such alienation may, in the interim, cause local offices to close due to lack of revenue while leaving DVS without adequate resource to meet customer demand.

1.5 Driver's License Services at Correctional Institutions

Though BerryDunn did not specifically focus on driver's license services provided at correctional institutions around the State, BerryDunn found that the services provided in these locations are limited to providing driver's licenses and State identifications for those transferring from the institutional setting and reentering into the community. This service seems to be appropriate and well-considered to support the re-entry of offenders into the community and should remain in place.

1.6 Current State Findings

In the following sections, BerryDunn outlines findings and challenges associated with the current state, consistent across the service providers interviewed.

1.6.1 Perception of MNDRIVE

Regardless of online or in-person initiated transactions, BerryDunn found DRs were aided by the software MNDRIVE, launched in 2020. All interviewees found MNDRIVE to be a substantial improvement from MNLARS and cited direct positive impacts on staff retention, training, quality control (decrease in transaction deficiencies), and use of statistical tracking. BerryDunn did however note a variance of technical abilities and the extent to which MNDRIVE is leveraged from office to office, regardless of private or public. Some offices utilize MNDRIVE's robust reporting and training features, while others seem to struggle with navigation or finding the information that is needed. Additionally, many service providers reported during site visits that some MNDRIVE transactions take longer and require more keystrokes than with MNLARS.

Although MNDRIVE is an improvement from MNLARS, local offices still have customers coming in with user errors encountered when utilizing the online self-service site. Examples of these common errors include incorrect data entry, noncompliant documentation, or a delay in tabs delivered to a customer's home address. These transactions can result in a no-fee transaction.

1.6.2 Private vs. Public

BerryDunn noted differences and commonalities between private and publicly operated service providers, regardless of location (rural vs. metropolitan). Metropolitan offices were in closer proximity to one another while rural offices, in most cases, were located at least 20 miles apart. Hence, driven by demand due to population, offices in the Minneapolis/St. Paul metro maintained higher staffing levels to service the higher number of transactions. Regardless of location, staffing levels were primarily driven by the desire to maintain acceptable customer wait times (though "acceptable" had varying definitions depending on the area and subsequent customer expectations).

Staffing

The determination of staffing levels posed significant differences among private and publicly operated service providers. In the case of privately owned offices, BerryDunn found staffing levels were not solely based on profit and loss but on community perceived service levels. All privately owned offices asserted that customer expectations did not allow for extensive wait times. Hence, private owners routinely facilitated customer transactions to keep up with customer volume. This was

also true for publicly managed DRs, though a notable difference in external influence follows the general norm of private sector vs. public sector, consumer expectations as opposed to political pressure from constituents.

When it comes to the hiring, salaries, and retention of qualified staff, BerryDunn noted distinct differences between private and public sector providers. In review of private offices, BerryDunn found hourly wages and salaries to be above comparable private-sector jobs (such as bank tellers and small business administrative assistant positions) which are generally the top competitor for staffing. BerryDunn did not observe a private office that provided full benefits to employees. Hence, the offices relied upon “bankers' hours” and workplace flexibility (e.g., absences due to childcare) to retain employees. Private offices also reported that filling vacancies can be a challenge due to current budgetary restrictions for employee wages and salaries.

In contrast, public offices painted a starkly different picture related to salaries and retention. Public service providers employ staff according to position classifications as defined by the local jurisdiction, and BerryDunn noted these salaries to be generally higher than private offices. Additionally, public employees receive benefits and in some cases are union employees. During the site visits, several service providers told BerryDunn that public service providers did not experience a shortage of applicants when a position became available and generally had a better retention rate than their private counterparts.

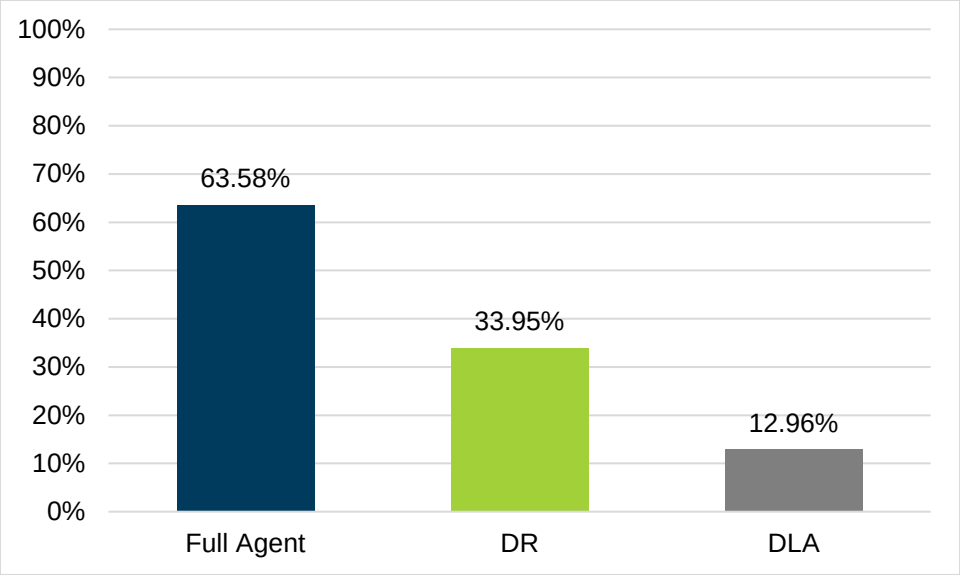
When staffing levels changed due to an employee’s departure, the process for filling that position differed between public and private offices. Within a privately owned office, the DR would be the sole decision-maker on whether the position would be backfilled and account for the financial impact it would have on the business. Conversely, public service providers are under the purview of local government oversight. Therefore, public service providers must request the backfilling of vacancies and justify the resource need and do not have the authority to hire at will.

1.7 Survey Data

To supplement interviews and reach a broader set of service providers, BerryDunn worked with DVS to distribute an external web survey. From September 4 to September 27, BerryDunn collected responses from 164 service providers, some of whom manage multiple service locations. Below, BerryDunn summarizes the survey responses received. Please refer to Appendix D for a full data set of survey responses.

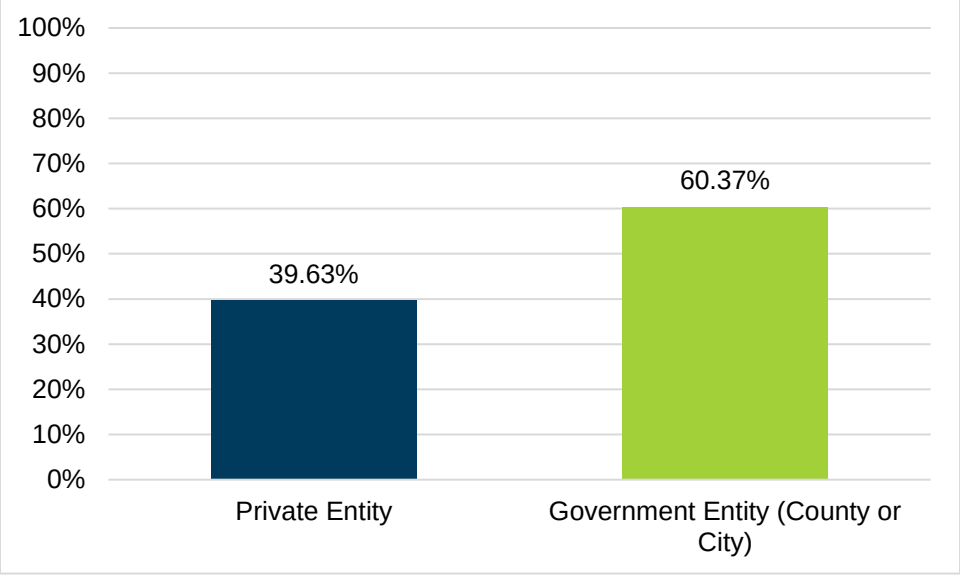
Question 2: Please select one or more of the following office types:

Respondents were asked to select which agency they function as:

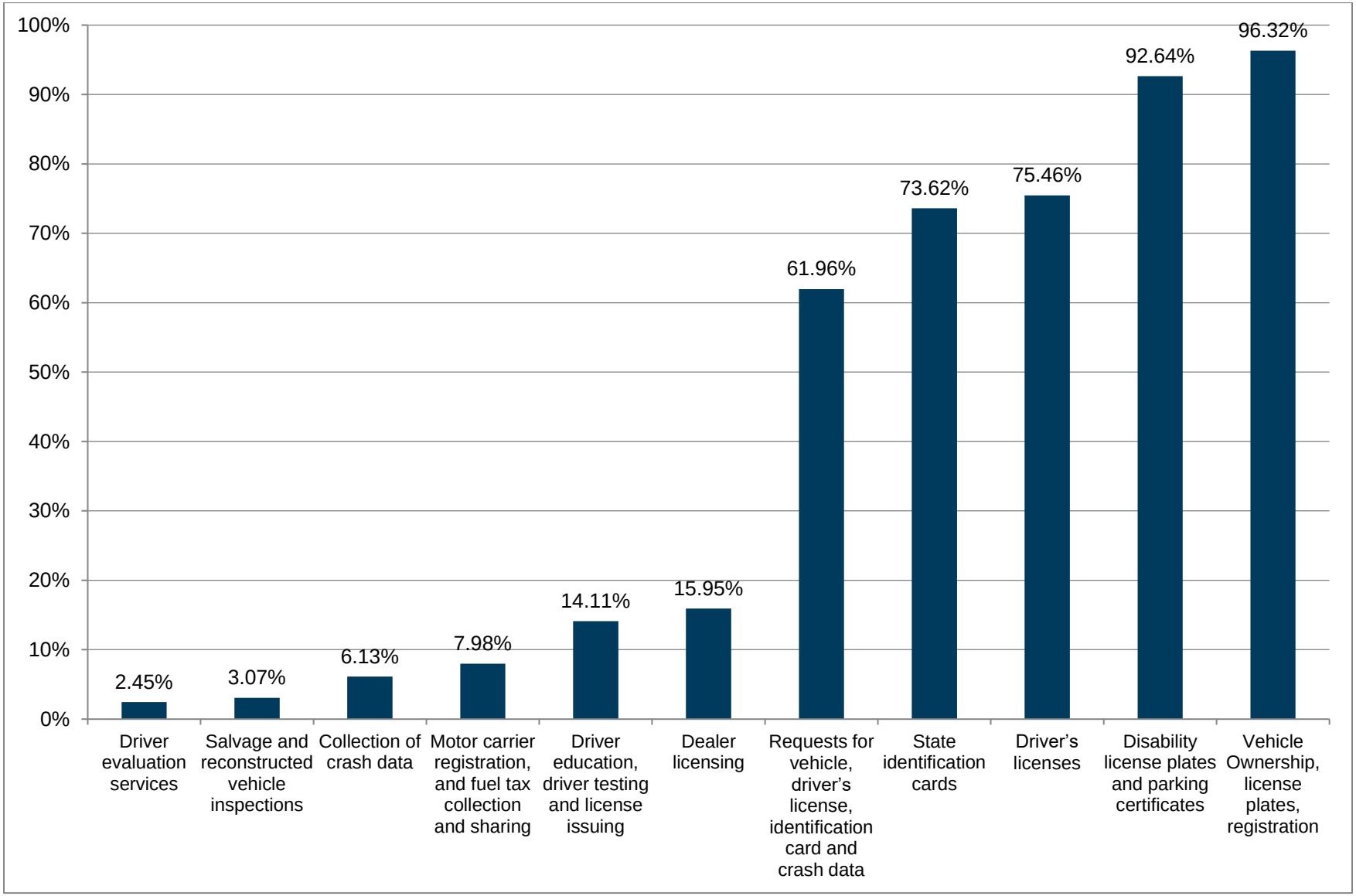


Question 3: Please select one of the following:

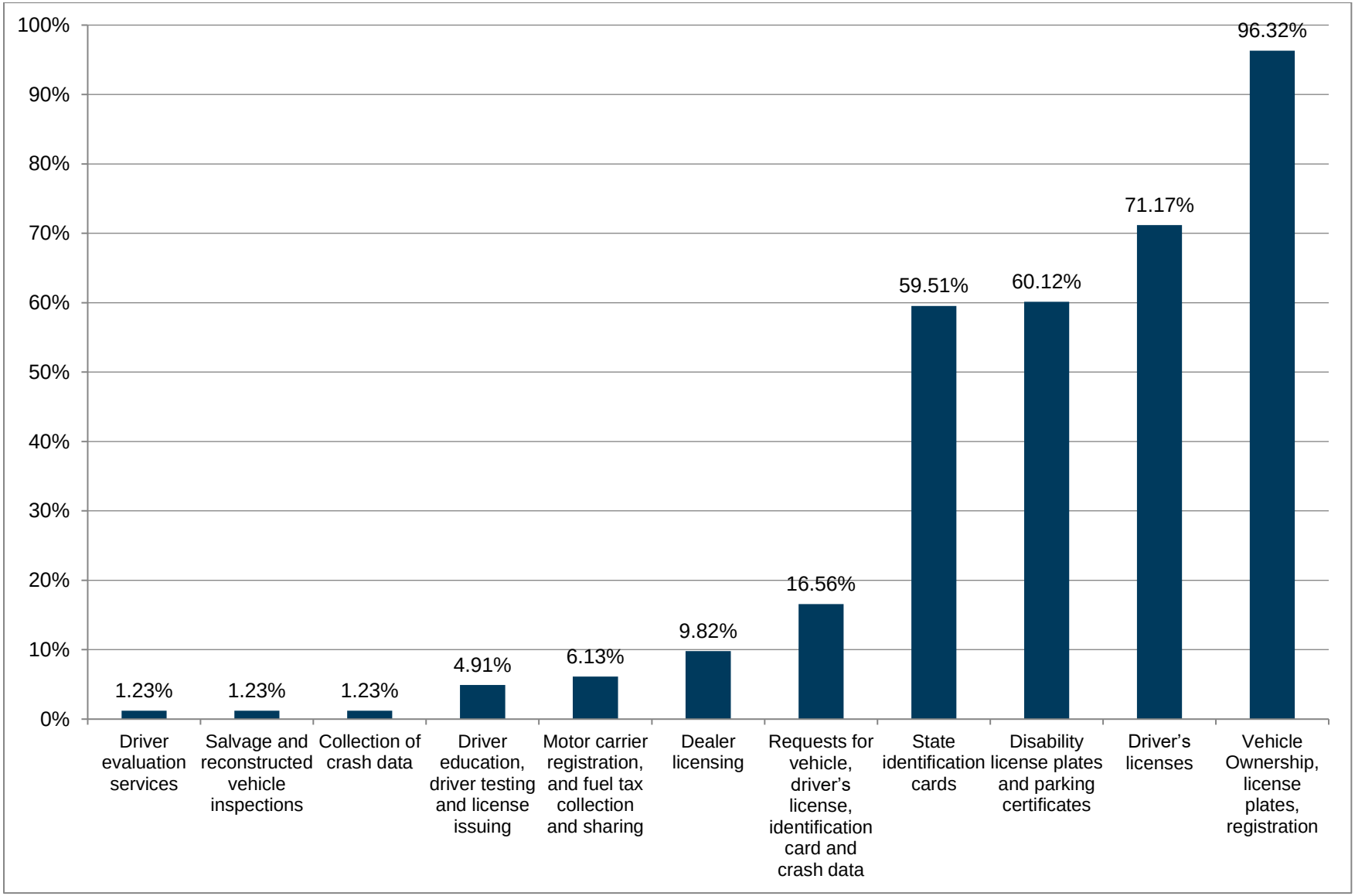
Respondents were asked if they are a private entity or a government entity:



Question 4: Please indicate the services you currently provide:



Question 5: What are the most common services provided by your organization?



Question 6: Please describe the services that your organization is not currently providing but could if enabled.

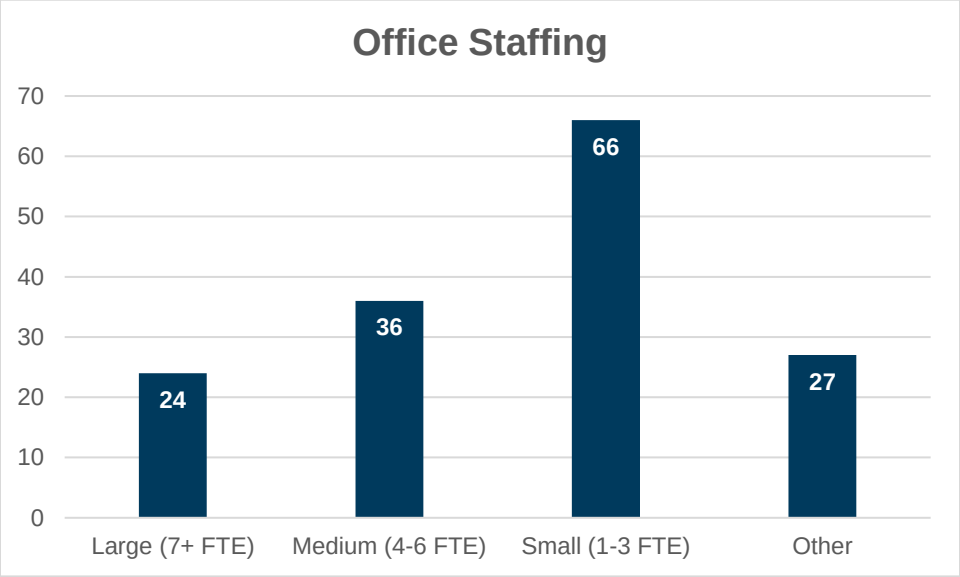
More than 40% of respondents noted there are no further services their offices could provide, either because they operate as FSPs or because there are staffing limitations. Otherwise, respondents suggested the following service lines:

- Prorate / IRP
- Full driver's license services (beyond duplicates and changing addresses)
- Proctoring driver's license exams or motorcycle tests
- Vehicle inspections, such as verifying VIN numbers
- Hunting and fishing licenses
- Crash reports
- Reinstatement fees (though currently DRs do not collect a filing fee for reinstatement transactions)
- Passport services (non-DVS service line)

Notably, just because the offices *could* assume these service offerings, some were clear that there was no interest in pursuing them.

Question 7: Please describe your organization's staffing model as it relates to providing DVS services.

Responses varied in both number of employees and employment level (e.g., full-time or part-time). Notably, about 66 respondents are small offices that only employ 2 to 3 FTEs, which has implications for both financial sustainability and for those offices serving more remote parts of the State.



Question 8: Please describe when DVS services are available at your location.

Most respondents reported operating hours to be between 8:00 a.m. and 4:00 or 4:30 p.m. There was some variation in opening and closing times, as some offices are open earlier (7:30am) while other offices open at 9:00 a.m. and close by 5:00 p.m. Some offices differentiate hours for motor vehicle and driver's license transactions, perhaps due to the allocation of staffing resources.

Only a few offices opt to stay open later (6:30 p.m.) on certain days of the week, while only seven respondents noted being open on Saturday from 9:00am to noon or 1:00pm. Notably, DVS is not available past 4:30pm, so offices open later than that, or open on Saturday, are unable to contact DVS if the need arises.

Question 9: Please describe how increased electronic (online) self-service offerings have impacted your service volume.

Most respondents noted a significant decrease in tab renewals and associated revenue, with an increase of lengthier transactions or no-fee transactions, as described above and elaborated upon further in Section 2.

Question 10: Please describe how MNDRIVE is supporting or inhibiting your ability to provide services.

Respondents noted how MNDRIVE supports their business by updating information in real time and guiding the user through a transaction through configuration such as color coding and noting the required fields. Respondents also appreciate the extensive (and searchable) help feature equipped with training guides, which is generally the first means by which to troubleshoot before contacting DVS. Overall, MNDRIVE is a significant upgrade from the previous MNLARS system, and it is easier to train new staff on the system.

Conversely, respondents noted that MNDRIVE inhibits their business by increasing the length of time for data entry and scanning and uploading documents, which used to be a function of DVS during the MNLARS era. Though MNDRIVE walks the user through the transaction, the user still must understand the "why" behind the information and documentation required—the laws, regulations, and statutes with which the providers must comply. Further, some respondents commented on the frequency with which MNDRIVE is down or not operating in full production and the lack of communication from DVS about the outages which ultimately impacts their ability to serve customers. Lastly, some users report the recent update has made a transaction more difficult and thus lengthier.

Question 11: Please describe how your interactions with DVS could improve, if at all.

Respondents suggest that DVS could be more promptly available to frontline service provider workers and reduce the frequency of "blackout" occurrences when DVS phones are not answered for a period during regular business hours. When they do connect with DVS staff via phone, multiple respondents report a general sentiment of impatience or rudeness toward the service provider staff who is seeking help. Further, the PIC line and State exam offices could be better staffed to avoid routing some of those calls to the local offices. Many ask for more consistent communication, reporting that they are not notified when something has changed, or when the system is down.

In contrast, some respondents report having a positive relationship with the liaisons and feel that the lines of communication with DVS are open. Some also appreciate the robust trainings offered on a monthly basis.

Question 12: How have expenses changed in the past two years?

Most respondents noted the trend of increasing expenses, with others reporting that they do not have enough data to show increasing expenses. Some of the increased expenses are related to the cost of office infrastructure and supplies (e.g., scanners, printers, paper, ink, stamps, rent, utilities) while other costs pertain to labor. Employee wages and salaries have risen, as have benefits—such as health insurance—for the offices that offer it. This supports the analysis provided in Section 2 that expenditures are generally greater than revenues.

Question 13: Please describe your thoughts on how revenues and expenses may change in future years.

Similar to Question 12 above, respondents projected that revenue will continue to decrease while expenditures will increase. This is especially true given the approaching deadline for Real IDs, for which providers have received significant fees for. Some respondents note the trend of expanding services online or through kiosks that will contribute to the decrease revenue. There is also speculation regarding driver's license renewals online and extending the renewal period from four to eight years, or for electronic titles, or electronic lien releases.

Question 14: Please describe any performance standards that you use in your office provide DVS services.

Most respondents cited leveraging MNDRIVE to assist with measuring staff performance by checking transaction times, reviewing deficiency reports, and training staff to correct the recurring errors. Further, most respondents noted that staff are required to attend monthly DVS trainings or watch the recordings on the MDRA website. Many respondents do not adhere to formal standards but rather emphasize and expect excellent customer service and professionalism from their staff.

Question 15: Please provide information regarding the degree to which customers using the pre-application process impacts your service model.

Respondents overwhelmingly agreed that the pre-application process reduces the transaction time if the customer has filled it out correctly. There were mixed responses on the frequency of which customers choose to use the pre-application process or are aware it is an option. However, in the instances in which there's incorrect data entry on behalf of the customer, it takes longer for service provider staff to correct the errors than if the customer did not use the pre-application process. Many providers note the time it takes to educate customers on the acceptable documentation.

Question 16: Please describe the extent to which MNDRIVE automated processes facilitate approvals and to what extent this impacts the service you provide.

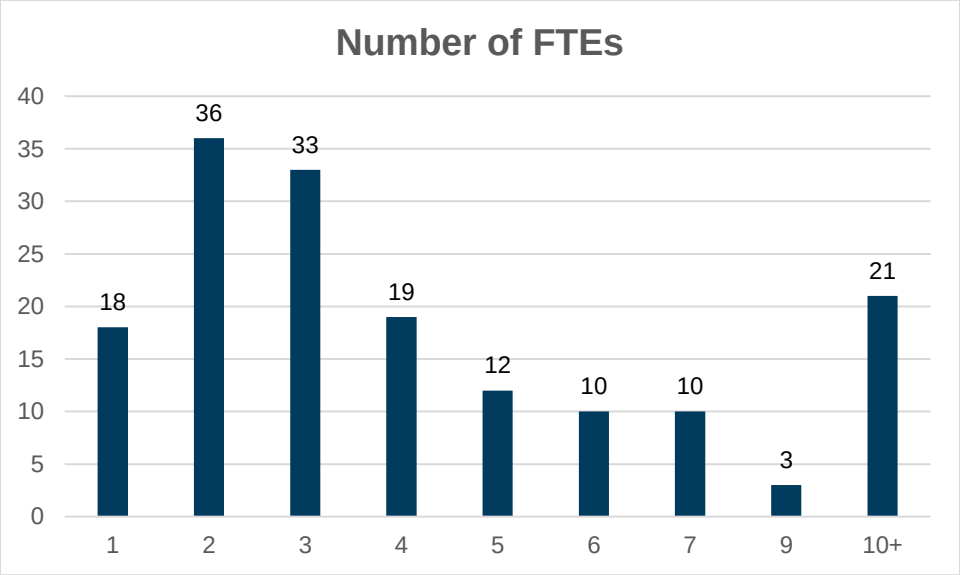
Respondents appreciate the automated forms generated by MNDRIVE and the time it saves. Further, respondents commented on how the automatic approval for certain titles are a great benefit for customers but adds pressure on provider staff to have all data correct prior to submission.

Question 17: Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide.

Respondents noted that Fast Track is not used frequently. In general, a customer will Fast Track in the instance of a customer leaving the State or for insurance purposes, but rarely does the public utilize the service. More frequently, respondents cited business use of Fast Track (such as car dealerships or banks) to expedite titles in instances of repossessions or salvaged vehicles. With speedier service due to MNDRIVE, Fast Track is less critical than it once was.

Question 18: Please indicate the number of FTEs supporting DVS services at your site.

More than half of respondents (65%) have four FTEs or less, with a third of respondents (33%) employing only one or two FTEs. This reflects a general trend that there are more small offices than large offices, assumingly to support the less populated regions of the State.



1.8 Evaluate Current Operational Performance

This section describes the transactional data extracted from MNDRIVE and analyzes the current state of expenses and revenues of service providers based on self-reported data and compared to data in MNDRIVE.

1.8.1 Trends Impacting the Service Providers' Operational Performance

In Section 1, BerryDunn describes several trends that are impacting DRs, DLAs, and FSPs (the service providers) operational performance. In general, since 2021, service providers' costs have increased faster than revenues have increased. As a result, most service providers' profit margins have decreased, or their losses have increased. There have been several changes in the DVS operations during the last few years that have impacted the service providers' financial performance, which is summarized below.

Impact of MNDRIVE on Service Providers' Workflow and Revenues

The implementation of MNDRIVE has made service providers' work easier and more efficient. It also helps enforce the responsibility of service providers to validate the data that drivers and vehicle owners (or dealers via EVTR) provide. MNLARS allowed service providers to conduct a quick review of the data provided by the customer and submit it to DVS as-is. DVS was then tasked with validating the data provided by the service providers.

With MNDRIVE, the service providers now must validate the data in the system to complete the transaction. So, while MNDRIVE has made processing transactions easier and faster than MNLARS, it has enforced the validation of data upfront to be completed by the service providers. The licensing and titling filing fees are intended to be compensation for that effort. While MNDRIVE reportedly is configured well enough to flag required fields and check for completeness, service providers are spending more time to help ensure data is entered correctly. Though data validation has always been an expectation and responsibility of service providers, BerryDunn heard that service providers now perceive a burdensome shift in workload due to data validation.

Further, through MNDRIVE, customers can quickly and easily complete transactions online that used to be provided by service providers. Service providers report that this shift has resulted in a trend of decreasing revenues and that they are left to manage the increase in more complex and time-consuming transactions. For example, renewing registration and obtaining tags is a quick and easy transaction where the service providers could process many transactions and increase their revenues with minimal costs. Now, since MNDRIVE, these higher-margin, revenue-generating transactions are completed online by many customers. The service providers interviewed reported that, as a result, they are left with more complicated transactions, where the costs of performing those transactions are more than the fees received for completing the transaction. (Note: Without a formal time study, it is difficult to determine if the fees associated with these higher complexity transactions are appropriate.)

Costs are Increasing Faster than Fees

As Table 2 shows, filing fees did increase by over $3.9 million (an 8.1% increase) from 2022 to 2023. However, this revenue growth was primarily driven by a substantial increase in new licenses, which may not continue in future years as the number of residents seeking Real and enhanced IDs decreases after the deadline for obtaining a Real ID occurs in 2025. Given this, revenues will probably increase at a much lower rate in the future.

Table 2: Filing Fees and Transaction Counts – for 2022 and 2023

Transaction Type	2022		2023		Change	
	Filing Fee	Transaction Count	Filing Fee	Transaction Count	Filing Fee	Transaction Count
VHC.RnwReg	$20,511,682	2,861,705	$21,053,410	2,840,660	$541,728	(21,045)
VHC.TitleReg	$13,784,702	1,054,991	$14,309,625	1,072,208	$524,923	17,217
DRV.NewLic	$10,362,912	1,324,951	$13,164,228	1,474,237	$2,801,316	149,286
VHC.DupTtl	$1,377,849	133,249	$1,424,128	135,284	$46,279	2,035
VHC.DupReg	$982,212	105,910	$1,010,647	106,020	$28,435	110
VHC.LienMan	$749,628	69,112	$648,874	58,791	($100,754)	(10,321)
VHC.ChgPlt	$192,467	18,474	$213,216	20,132	$20,749	1,658
IRVSPL	$190,520	6,292	$211,843	9,064	$21,323	2,772
VHC.DlrCond	$139,502	13,080	$145,255	13,477	$5,753	397
VHC.SlvgInsp	$87,120	8,111	$98,482	8,858	$11,362	747
VHC.ChgCor	$60,478	29,202	$92,970	25,203	$32,492	(3,999)
VHC.RegChg	$46,189	8,507	$51,427	8,176	$5,238	(331)
VHC.HldResle	$37,193	5,550	$40,672	6,061	$3,479	511
VHC.AddReg	$36,588	3,337	$31,810	2,807	($4,778)	(530)
VHC.LienRepo	$33,584	2,960	$40,540	3,514	$6,956	554
NONRFNFEE	$20,202	3,380	$41,720	5,991	$21,518	2,611
PRM.CmcPrm	$17,336	1,626	$7,653	685	($9,683)	(941)
VHC.RecPurge	$8,657	2,358	$7,295	1,819	($1,362)	(539)
PRM.TmpPrm	$3,025	1,559	$1,173	329	($1,852)	(1,230)
VHC.PrtPay	$2,728	392	$2,431	324	($297)	(68)
LEGTRN	$560	181	$205	108	($355)	(73)
VHC.ManAff	$506	68	$599	66	$93	(2)
Totals	**$48,645,640**	**5,654,995**	**$52,598,203**	**5,793,814**	**$3,952,563**	**138,819**

While revenues have increased from 2022 to 2023 costs increased at an even higher rate. The most significant cost category for service providers is labor. On average, labor costs are approximately

78% of total operating costs. The service providers, like other employers, had to significantly increase their employees' wages in 2022 and 2023. All service providers interviewed reported increased expenses over the past several years, largely due to wage adjustments. Some offices conducted a recent compensation study and raised wages to be consistent with prevailing wages within their market. Though varied by location, most offices pay employees between $19 and $25 an hour depending on seniority. While fees increased in 2023, the increase in fees was less than the increase in staff costs and were not directly correlated to the work being performed.

Service providers reported their cost for office supplies, particularly for printing paper forms, has significantly increased. Because MNDRIVE is a fully electronic system, most offices are shredding at least 80% of the signed forms printed each day. At six cents per page with toner, this becomes a significant expense. This expense could be remedied if there was an ability for the customer to digitally approve a transaction without the need for printed forms.

Provider's Losses are Increasing

As Table 3 below shows, most service providers are losing money and losses increased from 2022 to 2023. The data in this table is derived from cost information reported to us by the service providers and revenue data extracted from MNDRIVE. In 2022, only 9 of the 34 service providers reporting cost data showed a profit and in 2023 only 7 service providers showed a profit. Also, the average loss across the 34 service providers increased from $109,173 in 2022 to $118,037 in 2023.

Table 3: Profit/Loss for a Subset of Service Providers

Provider	2022 Expenditures	2022 Revenue	2022 Profit/loss	2023 Expenditures	2023 Revenue	2023 Profit/loss
Representative City Service Providers						
Sample City A	$756,261	$725,664	($30,597)	$634,536	$723,221	$88,685
Sample City B	$158,618	$56,491	($102,127)	$161,227	$57,509	($103,718)
Sample City C	$177,178	$128,328	($48,850)	$165,468	$120,669	($44,799)
Sample City D	$150,492	$116,623	($33,869)	$166,391	$129,808	($36,583)
Sample City E	$168,635	$175,880	$7,245	$162,850	$174,725	$11,875
Sample City F	$173,403	$152,040	($21,363)	$199,702	$154,919	($44,783)
Representative County Service Providers						
Sample County A	$334,928	$131,912	($203,016)	$271,560	$142,855	($128,705)
Sample County B	$496,575	$466,661	($29,914)	$497,570	$467,920	($29,650)
Sample County C	$403,541	$356,209	($47,332)	$434,494	$385,760	($48,734)
Sample County D	$278,143	$232,035	($46,108)	$280,857	$241,530	($39,327)
Sample County E	$278,840	$130,223	($148,617)	$269,278	$135,746	($133,532)
Sample County F	$385,662	$260,614	($125,048)	$400,293	$291,226	($109,067)
Sample County G	$450,112	$527,589	$77,477	$494,495	$550,855	$56,360
Sample County H	$167,469	$252,148	$84,679	$377,324	$271,571	($105,753)
Sample County I	$246,762	$106,833	($139,929)	$263,483	$105,639	($157,844)

Provider	2022 Expenditures	2022 Revenue	2022 Profit/loss	2023 Expenditures	2023 Revenue	2023 Profit/loss
Sample County J	$905,774	$430,955	($474,819)	$957,006	$510,263	($446,743)
Sample County K	$209,218	$75,918	($133,300)	$228,421	$78,406	($150,015)
Sample County L	$211,215	$68,589	($142,626)	$216,159	$70,913	($145,246)
Sample County M	$172,547	$98,041	($74,506)	$142,963	$107,720	($35,243)
Sample County N	$164,870	$88,303	($76,567)	$154,209	$90,250	($63,959)
Sample County O	$887,035	$430,005	($457,030)	$920,858	$484,936	($435,922)
Sample County P	$625,319	$317,828	($307,491)	$766,903	$305,197	($461,706)
Sample County Q	$948,026	$101,616	($846,410)	$992,015	$121,767	($870,248)
Representative Private Service Providers						
Sample Private A	$1,314,184	$1,142,080	($172,104)	$1,356,296	$926,605	($429,691)
Sample Private B	$326,821	$224,434	($102,387)	$326,821	$217,521	($109,300)
Sample Private C	$50,319	$111,734	$61,415	$50,630	$105,903	$55,273
Sample Private D	$1,002,702	$1,116,638	$113,936	$1,086,884	$1,204,270	$117,386
Sample Private E	$228,923	$212,053	($16,870)	$238,287	$217,150	($21,137)
Sample Private F	$608,240	$299,400	($308,840)	$747,979	$174,725	($573,254)
Sample Private G	$2,163,208	$1,813,657	($349,551)	$2,248,261	$2,152,635	($95,626)
Sample Private H	$611,352	$747,755	$136,403	$641,336	$826,393	$185,057
Sample Private I	$710,277	$712,326	$2,049	$811,268	$799,486	($11,782)
Sample Private J	$699,943	$888,787	$188,844	$843,856	$1,070,557	$226,701
Sample Private K	$510,792	$566,146	$55,354	$574,519	$652,294	$77,775
Total:	$16,977,382	$13,265,515	($3,711,867)	$18,084,199	$14,070,944	($4,013,255)
Average:	$499,335	$390,162	($109,173)	$531,888	$413,851	($118,037)

In many instances, service providers are only able to make a profit if they include non-DVS revenue, such as revenue from DNR licenses, vital records, and/or passports in their total revenues. Tables 4 and 5 on the following page show the difference in profitability when using just DVS-related revenue versus using all sources of revenue. For example, one service provider only shows a profit if revenues from passports and vital records are included. Using just DVS-related revenues, this provider is spending more money than it is receiving in fees. In addition, the expenditures for many of the public providers are understated because they do not include overhead such as rent, utilities, and other costs associated with operating the office space where the license bureau is located. Most counties do not separately track or identify costs related to the facility where the license bureaus are located.

Table 4: Revenue Data from Providers – DVS-Related Revenue

Provider	Type	2022 Expenditures	2022 Revenue	2022 Profit/Loss	2023 Expenditures	2023 Revenue	2023 Profit/loss
County A	County	$484,078	$408,541	($75,537)	$553,176	$428,492	($124,684)
County B	County	$696,184	$400,993	($295,191)	$728,644	$454,581	($274,063)
County C	County	$248,588	$79,104	($169,484)	$284,298	$91,828	($192,470)
County D	County	$719,624	$634,698	($84,926)	$771,880	$671,203	($100,677)
Private A	Private	$326,821	$357,692	$30,871	$573,071	$547,719	($25,352)
Private B	Private	$540,244	$694,539	$154,295	$637,122	$803,657	$166,534
Private C	Private	$207,231	$228,846	$21,614	$219,280	$345,284	$126,004
	Total:	$3,222,770	$2,804,412	($418,358)	$3,767,471	$3,342,763	($424,708)
	Average:	$460,396	$400,630	($59,765)	$538,210	$477,538	($60,673)

Table 5: Revenue Data from Providers – Total Revenue

Provider	Type	2022 Expenditures	2022 Revenue	2022 Profit/loss	2023 Expenditures	2023 Revenue	2023 Profit/loss
County A	County	$484,078	$441,576	($42,502)	$553,176	$506,667	($46,509)
County B	County	$696,184	$482,761	($213,423)	$728,644	$570,869	($157,775)
County C	County	$248,588	$79,104	($169,484)	$284,298	$91,828	($192,470)
County D	County	$719,624	$802,533	$82,909	$771,880	$860,480	$88,600
Private A	Private	$326,821	$357,692	$30,871	$573,071	$547,719	($25,352)
Private B	Private	$540,244	$757,259	$217,015	$637,122	$812,938	$175,816
Private C	Private	$207,231	$228,846	$21,614	$219,280	$345,284	$126,004
	Total:	$3,222,770	$3,149,770	($73,000)	$3,767,471	$3,735,785	($31,686)
	Average:	$460,396	$449,967	($10,429)	$538,210	$533,684	($4,527)

Differences in Public and Private Service Providers

Generally, public (city and county) service providers have lower profits or greater losses than private service providers. Table 3, above, shows that six of the nine service providers that made a profit in 2022, and five of the seven service providers that made a profit in 2023 were private agencies. BerryDunn assumes the primary reason for this is that private service providers do not offer health insurance, retirement, or other benefits that the public service providers offer.

Impact of Variations in Workflow During the Year

Revenues are higher during the first six months of the year, but service providers cannot reduce staff during the second half of the year to reduce costs. As a result, many service providers are profitable during the first half of the year but lose money for the year.

No-Fee Transactions

Many service providers expressed that they must spend a significant amount of time on functions and transactions that do not result in any revenue. Because service providers generate revenue based on transaction volume (as opposed to a percentage of collected fees, flat fees, population served, or other models), they are not compensated for the time spent educating customers, problem-solving, or handling issues originating with DVS or a different service provider. Table 5 below lists the most common no-fee transactions. Among the top no-fee transactions are:

- Voiding previously issued licenses;
- Scanning documents;
- Changing an address;
- Issuing commercial driver's license medical certificates; and
- Providing all services for fully disabled veterans.

Service providers understand that the legislature, as a matter of policy, may want to make certain transactions free of charge. However, the service providers still must serve those customers and most service providers feel that the State is in a better position to absorb the costs of these no fee transactions than the service providers, who are seeing their profits decreasing or losses increasing.

Service providers stated that customers will often visit a local office after encountering an issue with online transactions. The offices anecdotally noted a generational divide, with older customers (aged 40 – 60 and above) visiting in person more often, while younger individuals handle most tasks online. If a customer has already paid for the transaction online but visits a local office due to a complication or question, the local office does not receive compensation for assisting the customer. This also applies in circumstances where a customer visits another DR after experiencing an issue with the first office in which the original transaction took place.

Table 6 below shows the top 15 no-fee transactions for 2022 and 2023.

Table 6: Top 15 No-Fee Transactions

Transaction Code	Transaction Description	2022 Count	2023 Count
DRV.VoidLic	Void Previous Credential	1,247,998	1,357,512
VHC.CntrlNum	Add Control Number to the Title	127,294	129,736
GLB.Scan	Scan Documents	87,059	91,964
PLC.Cert	Issue New Disability Parking Certificate	76,267	85,744
DRV.Register	Driver Registration	45,809	96,157

Transaction Code	Transaction Description	2022 Count	2023 Count
VHC.ChgAddr	Change Vehicle Address/County Kept	41,296	38,674
PLC.NewDis	Register a New Disability Account	39,920	44,454
EXTTMP	Extend Temporary Permit	18,048	13,577
DRV.ReinFee	Pay Reinstatement Fees	13,174	15,381
DRV.CrdCor	Credential Correction	11,753	11,053
VHC.NotSale	Sold/Donated/Removed from State	8,840	10,716
FIN.PayBal	Pay Account Balance	8,197	12,193
DRV.OTCMgmt	Over The Counter Management	5,472	23,464
IMPREIN	Plate Impound Reinstatement Review	4,810	
VHC.ChgCor	Change/Correct Title and Vehicle Details	4,444	
DRV.MedCert	CDL Medical Certificate		28,135
VHC.LinkOwn	Link Owner		20,099
	Top 15	1,740,381	1,978,859
	Total	1,777,166	2,018,391
	% of Total	97.9%	98.0%

State Accessibility and Customer Service

It is difficult to quantify how much of a service provider's workload is dedicated to customer interactions that do not result in a fee. The service providers interviewed reportedly estimate that 8% to 20% of their monthly workload consists of functions where the provider does not receive a fee. If a customer has a question and cannot reach the DVS-operated exam offices or the PIC, the customer tends to visit a local service provider to get the information they need. Customers will also visit a local office with letters from the State or with issues navigating online transactions and the time the service providers spend to answer the customers' questions or resolve their issues does not have a fee associated with that transaction.

DVS directs the service providers to tell customers they should contact DVS to address their questions. However, that is an unacceptable answer to the customer who often tried to contact the exam office or the PIC but could not connect with anyone to answer their question or address their issues. The public does not differentiate between DVS and the service providers – they view both as part of one department that provides them with driver and vehicle services. During interviews, most service providers reported they view it as poor customer service to tell the customer they cannot help them and redirect them back to connect with DVS. Service providers do the best they can to help customers, even though they do not get compensated for the time spent helping the customer.

Service providers also reported to have assumed more responsibilities for direct customer interaction and education, in part because they perceive that the State is unequipped to manage the

volume of customers seeking help. The DVS PIC receives high volumes of phone calls and emails, and a customer may experience high wait times to speak to someone. BerryDunn spoke with three local offices located near a State-run license exam center that does not answer phone calls, and thus, customers call a local office instead. Because customers are often unable to connect with the exam center or the PIC, customers will often visit a local office for assistance.

Local Office Fee

As set forth by the legislature, DVS helped implement a $1.00 “Local Office Fee” surcharge for in-person tab renewals at all locations, both private and public. While the service providers welcome the fee increase, they reported that that the way the fee was implemented has created challenges. Service providers explained during interviews that many customers do not understand why they have to pay a surcharge to work directly with the service provider. The service providers stated that many customers view it as an attempt to increase fees and profits on behalf of the local offices. Also, some customers pre-write checks or drop off payments to the local office that do not include the Local Office Fee, so the service providers have to weigh the costs and benefits of attempting to collect the $1.00 by spending staff time to try and contact the customer. BerryDunn heard how some providers would prefer the fee be assessed on online transactions as a convenience fee and the associated revenues would be routed and disseminated back to the providers in some equitable manner.

Though DVS reports it collaborated with the service provider associations to arrive at a final tab renewal notice, providers have questioned its wording after experiencing the negative impact with the customers they are serving. This has created a perception that service providers compete rather than partner with DVS. The $1.00 Local Office Fee set forth by the legislature was intended to provide additional compensation to providers for customers that used their local provider for services instead of using the online portal. The unintended consequence of the fee was that providers were responsible for explaining the fee to their customers (i.e., why there was an additional fee for in person service instead of a convenience fee associated with the online transaction). DVS reported that the rollout and implementation of the Local Office Fee also posed numerous challenges for their offices.

DVS Support and Communication

Service providers contact DVS for a variety of reasons, including technical support related to MNDRIVE, questions on a complex transaction, erroneous documents (such as titles), and areas of specialization (such as IRP). Service providers reported they believed DVS was supportive but felt that DVS’ resources often were not available in a timely manner. It was the service providers' perception that there are a limited number of DVS staff that could help with difficult issues and the available staff is not sufficient to meet the needs of the service providers.

Some service providers reported they prefer to contact previously established relationships in DVS for assistance rather than relying upon their assigned liaison. Some offices formed regional groups to troubleshoot issues before contacting DVS. Most service providers reportedly believe DVS staff are doing the best they can, but there are not enough knowledgeable staff to meet the service providers’ support needs. Insufficient resources to support service providers have a financial impact because it results in service providers spending more time and money to resolve issues.

DVS has established regional liaisons that service providers within that region should contact for support and to help address issues. This is problematic for many service providers because they have developed relationships with other DVS staff and prefer to communicate with those staff, rather than their assigned liaison. In addition, it appears that there are not enough liaisons to meet the support needs of the service providers. All service providers interviewed by BerryDunn noted that they do not have frequent contact with their designated liaison and that the liaisons have too many demands on their time to provide more timely support.

There also appears to be insufficient resources to address problems and answer questions. Service providers reported they receive an elevated level of inquiries in locations near State Driver Examination locations which may not be staffed for, or logistically capable of, fielding phone inquiries. When customers cannot connect with someone within PIC or at an exam office, they often go to one of the service providers to get the information they need. When the customers are frustrated because they cannot connect with DVS staff, they often take that frustration out on the staff – increasing wait times for other customers and adding to the service provider staff's stress. When service providers discuss these issues with DVS, they are told to refer the customer to the PIC or exam school. As previously stated, the public does not differentiate between DVS and the local service providers. Thus, it can become a cyclical issue as customers become more frustrated if the local office redirects them to call the PIC or exam office, as that is why the customer contacted the local office to begin with.

Sustainability

Regardless of the model used to offer DVS services, the sustainability of delivering these critical services to State residents is essential. BerryDunn has identified several key factors that directly influence both the current and future models in terms of sustainability. These factors include the operational efficiencies of the service model, the financial stability required to maintain it, and the leveraging of technology through online services. Additionally, a sustainable model must help ensure that DVS services are readily available to residents across the State, regardless of their location, whether in metropolitan or rural areas.

Customer service is a focus of every service provider BerryDunn interviewed. All offices visited, both public and private, are focused on providing a high-quality service in a timely manner to their customers. Each office emphasized accessibility, friendliness, comfort, and most importantly, short wait times. While a focus on customer service is often a key factor in any private business' success, all the public offices we visited are also focused on customer service. The public offices may have this customer service orientation due to the nature of market competition generated by the private/public model. Another factor is the public offices' strong desire to be a "one-stop-shop" for their customers' needs.

Financial sustainability is one of the largest challenges facing public and private service providers. As the data in Table 2 above shows, many public and private providers are losing money (private providers) or increasing the subsidy for the service (public providers). In addition, the private businesses' losses, and the public agencies' subsidies increased from 2022 to 2023. Private offices cannot afford to operate at a loss and there are limits to how much public agencies are willing to subsidize the DVS services they offer. During the past two years, six public and private service providers have closed due to lack of profitability. In 2022, the Cities of Bloomington, Floodwood,

Canon Falls, and Cook County closed their offices, and in 2023, the Cities of Maplewood and Jordan followed.

Unless something is done to address the factors causing the financial strains on private and public service providers, BerryDunn assumes that more providers are likely to opt out and close their doors. As the data in Table 2 above shows, publicly operated offices are losing more money than private offices. Furthermore, the level of the losses is larger than shown in that table because most cities and counties did not include overhead costs such as rent, utilities, and information technology in the financials they provided to BerryDunn.

Both public and private service providers have limited options to increase revenues. Public service providers can improve their financial performance by including DNR licenses, vital records, and passport services. However, passport services probably can only be offered by larger city and county agencies, as there needs to be a clear separation of duties between the passport and driver services resources to limit the risk of someone creating a false identity. As such, larger public offices seem willing to subsidize DVS services because overall their license bureau makes a profit when passport revenues are included in their financials.

Most of the service providers BerryDunn visited and interviewed stated that they are uncertain about whether their business model is sustainable. Private offices communicated concerns over profitability and a rising costs of supplies and labor. Public offices voiced concerns over local/county governments' willingness to continue to deliver a State service as budgets tighten each year. If the number of private and/or public DVS service providers were to decrease, DVS would face a challenge in replacing the infrastructure to maintain adequate levels of service for citizens. As customers make more use of the online self-service functions in MNDRIVE, this trend will continue to get worse.

2. Produce Financial Sustainability Options and Considerations

This section describes the current financial model, its associated benefits and barriers, and outlines recommendations for DVS to consider to help achieve greater financial sustainability.

2.1 Data Analysis and Assumptions Made

For this study, BerryDunn primarily obtained cost data from the survey that service providers completed. For many of the surveys, the service provider hand-wrote the cost data, and some of the providers submitted tax returns or printouts from their accounting system. BerryDunn also obtained cost information from the service providers interviewed, which consisted of printouts from their accounting systems. Through this process, BerryDunn received cost data for the 2022 and 2023 calendar years from 41 of the 190 service providers in Minnesota. Since this was not a random sample, BerryDunn cannot say whether it is a representative sample. However, obtaining cost data from more than 20% of the total population is a large sample. The trends across these 41 service providers can be extrapolated across the entire network of service providers.

BerryDunn primarily obtained revenue data from an extract of MNDRIVE data. However, BerryDunn also obtained revenue data directly from seven service providers whose revenue figures were higher than what was shown in the MNDRIVE extract. Given this, the revenue figures shown in Table 2 above may not reconcile due to fiscal year timing issues with transaction reversals and other similar actions that may impact revenue. However, the data does show a trend that a significant number of service providers are losing money and profitability is decreasing and losses increasing from 2022 to 2023.

2.2 Recommendations for Consideration to Improve the Financial Performance of Service Providers

The private service providers are small businesses that do not have significant financial reserves, so they cannot afford to lose money for more than a year or two. Public service providers have to weigh the benefits of offering their residents DVS services versus the cost of subsidizing the program. Unless something is done to improve the profitability of the service providers, more providers—both private and public—will opt out. In the following pages, BerryDunn offers options to improve profitability.

Reduce Costs

There do not seem to be many options for service providers to reduce costs. In reviewing the cost data submitted, it appears that the costs are reasonable, and there does not seem to be any area in which providers can significantly reduce costs. Approximately 65% of the costs incurred by service providers in 2023 were staff-related costs. Both public and private service providers must pay competitive wages; otherwise, they would have a constant staff turnover, ultimately decreasing the efficiency of operations and increasing costs. Several providers told BerryDunn that they conducted pay studies and many of the studies found that wages were below prevailing wages in the region.

Private service providers have lower staff costs than public providers because the private providers typically do not offer benefits. The compensation offered by service providers appears to be consistent with prevailing wages, so the only way to reduce costs is to reduce staffing levels. However, this would have a profound impact on waiting times for customers and the service providers feel strongly that the key to their success is providing quick and efficient services.

Further, it does not appear to be possible to use part-time staff to reduce costs. BerryDunn asked providers if they have part-time staff to work during busy times such as from 10 a.m. to 2 p.m. to cover the lunchtime crowd. Some service providers have such staff, but most indicated that those positions were hard to fill and keep because most employees prefer full-time work. Service providers are more profitable during the first half of the year because transaction volumes and fees are less during the second half of the year. However, the service providers interviewed all stated it was not feasible to reduce staff during the second half of the year because they would lose those staff and it would cost them more to hire and train new staff.

Increase Revenues

Without a fee increase, the only way to increase revenues is to offer more services. DVS is working with the DRs and DLAs urging them to become FSPs, which should continue. DVS is a closed system, meaning, the only way any one service provider can increase their transaction volume is to work with customers served by other service providers. Transaction volumes are likely to go down in future years due to increased self-service options, and there appears to be limited options for service providers to increase transactions and thus increase revenues.

Another way to increase revenues is to provide additional lines of services beyond DVS services. Most service providers offer DNR licensing services, but that is not a significant revenue source. DNR revenue is between 2% and 6% of the service providers' reported revenues. Thus, if a provider does not currently offer DNR licensing services, they will not see a significant revenue increase should they start offering them. Public service providers can offer vital statistics and passport services to enhance their revenues. These are not services that private providers can offer because only a state or local government agency can be designated to receive applications for passports on behalf of the U.S. State Department and only counties can issue birth, death, and marriage certificates. In addition, if a public service provider accepts passport applications, they frequently include that function in a department other than the license bureau to reduce the risk of issuing fraudulent identities. There appears to be limited opportunities for service providers, especially private offices, to increase revenues by expanding the services they offer.

The only practical way to increase revenues is to increase fees. While the service providers received a $1.00 increase in 2019 for the motor vehicle filing fee, and fees were increased in 2023, these increases in fees were less than the providers' increase in costs. Service providers' costs have increased with inflation, but the fees have not increased nearly as much as providers' costs have increased. Service providers receive a small portion of the fees that residents pay for driver and vehicle services. Of the total non-tax revenues DVS collected, service providers received 3.9% in 2022, 4.2% in 2023, and 4.8% through June in 2024. Given the need for the service providers to receive more revenue, BerryDunn recommends either increasing the filing fees and/or increase the amount of current fees that are retained by the service providers. Below are options that DVS, MDRA, and DRBOA can consider proposing to the legislature for adoption:

1. **Increase fees distributed to service providers for higher effort transactions**. To do this, DVS would need to obtain quantitative data on the time spent on each transaction type through a time study to identify the average time it takes to complete transactions. DVS can then recommend that the legislature increase the fees the service providers receive for the transactions where the current fees do not cover the costs of processing the higher effort transactions.

2. **Increase all fees based upon the average increase in costs incurred by all service providers during the previous year**. To do this, DVS would need to obtain cost information from a representative sample of service providers and review the two most recent fiscal years to assess whether they accurately reflect the costs of providing driver and vehicle services. Then DVS could calculate the percentage increase in the costs to determine the percentage for increasing the fees retained by the service providers.

3. **Increase the fees charged the public and allow the service providers to retain a portion of the increased fees**. BerryDunn recommends that the fee increase to the public be based upon average increase in costs incurred by service providers described in option two above. Option two would increase the percentage of the fees paid by the public that the service providers would receive, and it would result in a drop in the State's share of the fees, whereas this option would raise additional revenue from the public that could fund the increases in the service providers' compensation without decreasing the State's revenues.

4. **Compensate the service providers for transactions where they currently do not receive a fee.** Since the State retains over 95% of the non-tax fees collected, the State is in a better position than the private and public service providers to absorb the costs of no-fee transactions. The public does not differentiate between the State and the local public and private service providers. Thus, the service providers are performing State labor for which they are not compensated. BerryDunn recommends DVS explore the top no-fee transactions (voiding previous credential, scanning documents, changing an address, issuing commercial driver's licenses medical certificates, and providing all services for fully disabled veterans) and work with the service providers on a fair model of compensation for these transactions. This may include collecting more data on the average time spent on these no fee transactions.

5. **Share a flat-fee percentage of all non-tax revenue with service providers based on transaction volume per location.** DVS could also consider implementing a model of revenue sharing that is still based on transaction volume. For example, in the current model, a duplicate title costs the customer $22.50, of which the service providers retain $11.00. In a flat-fee percentage-based model, DVS would compensate service providers 49% of all revenue collected from duplicate title transactions at their specific location. To account for no-fee transactions and rising expenses, DVS could explore increasing the percent allocated to service providers. This way, DVS may be able to indirectly compensate service providers for no-fee transactions by increasing the percentage of fees allocated, while still incentivizing service providers to increase its transactions volume and provide excellent customer service.

6. **Eliminate the $1.00 Local Office Fee.** Lastly, BerryDunn also recommends that DVS, MDRA, and the DRBOA consider requesting that the legislature eliminate the $1.00 Local Office Fee and charge the public a uniform fee for the transaction, regardless of whether the customer completes the function online or visits a local service provider. Or, as previously mentioned, consider

assessing the surcharge as an online convenience fee and distribute the fee revenue back to the providers in an equitable manner.

3. Financial Analysis of Current Services Model

This section will explore the amount of financial assistance necessary to sustain deputy registrars and driver's license agents.

As described in Section 1.8 above, should the State determine that the current hybrid model for providing DVS services is the most advantageous for its residents, there are several factors that must be considered when defining an appropriate revenue model for the DRs and DLAs. These include:

- Controlling and managing expenses, including the impact of no-fee transactions on the DRs and DLAs.
- The amount that public (county and city) DRs are willing to subsidize State DVS transactions, if at all.
- Customer service standards related to maintaining appropriate wait times and minimizing drive times to service provider locations.
- Availability and increase of online, self-service transactions and the impact on DRs and DLAs.

The answer to the question about financial sustainability does not simply involve a determination of transaction fee changes. The State must first address some foundational issues that drive the four themes above.

Control/Manage DR/DLA Expenses

As described in Section 1 of this report, DRs and DLAs have reported spending a significant amount of time servicing "no-fee transactions," requiring them to direct resources to handle these transactions without compensation. This is an issue for these service providers since they are compensated based on transaction fees (as opposed to other compensation methods described in this report). If the State decides to continue with a transaction fee-based compensation model, then focus should be placed on the root cause of these "no-fee transactions" and how to minimize the need for DRs and DLAs to service them. Anecdotally, DRs report that processing these transactions provide the customer service that the DRs wish to provide to their customers; however, some of these transactions could be diverted to the DVS PIC if the customers knew to contact the PIC and had confidence in timely and accurate responses from the PIC. DVS should analyze the PIC along with the "no-fee transaction" types (again, see Section 1) to determine how or if these transactions could be better resolved via the PIC, possibly reducing DR expenses.

Public Service Provider Subsidies

As mentioned, public service providers (counties and cities providing DVS services) routinely subsidize the losses associated with DVS transactions by providing residents with other fee-based services and via local taxes. Additionally, many of these public service providers could not and do not attribute direct expenses (i.e., staff, physical plant, utilities, supplies) specifically to DVS transactions. Because of this it is difficult for them to determine an accurate profit calculation based solely on revenue generated from the DVS transactions. When asked to generalize and extrapolate expenses and associate with DVS transaction revenue, most found that they were not profitable

based on these transactions alone. The State could benefit from conducting a deeper analysis of public service provider profitability, and their ability or propensity to subsidize DVS transactions with other revenue sources.

Impact of Self-Service Offerings

As described later in this report, providing options for customer self-service, when feasible, could result in fewer customers going to DR locations for these types of transactions. The most prevalent online transaction type currently is vehicle registration renewals. Though this service has been available online for several years, statistics have shown that availability of this self-service transaction has not significantly impacted customers going to DR locations for this service. However, DRs have cited the expansion of online services resulting in reduced traffic and transactions for the DRs. Though the data has not proven this to be true with the small sample size, as DVS continues to expand self-service offerings, this could result in reduced transactions being processed by DRs. If the State is committed to the current hybrid model of providing DVS services, and to the sustainability of the DR network, the reduction of transactions year over year must be considered.

Time Study

As referenced in this report, fee adjustments should be related to the amount of effort and cost associated with processing the DVS transactions. This would require a detailed time study, using a statistically-sound representative sample of DRs. The time study would inform the State regarding costs associated with each transaction type, enabling them to set transaction fees appropriately. Note that a time study was conducted several years ago, sponsored by the MDRA and conducted by Winona State University. However, is not recent enough to inform current fees.

Conclusion

If the State decides to continue with the current transaction fee-based revenue model for DRs and DLAs, they should consider addressing the items listed above before adjusting fees. However, maintaining a transaction fee-based revenue model may require ongoing analysis and maintenance (i.e., continued fee increases) on an annual or biennial basis to ensure that the fees charged for the transactions support DR sustainability. The State could consider an alternate revenue model for DR sustainability that may replace the fee-based model with a more sustainable model (i.e., increases based on cost of living; flat percentage of non-tax revenue produced by the DRs).

4. Financial Models Considered

This section explains each considered model of financial assistance or support for deputy registrars and driver's license agents.

Assuming the State continues with the current model to provide DVS services through a decentralized network of DRs and DLAs, Section 2 of this report describes a few financial models that may result in financial sustainability for the non-state service providers. Note that many of these options are not mutually exclusive and may be implemented concurrently. These include:

1. Increase fees distributed to service providers for higher effort transactions
2. Increase all fees based upon the average increase in costs incurred by all service providers during the previous year
3. Increase the fees charged the public and allow the service providers to retain a portion of the increased fees
4. Compensate the service providers for transactions where they currently do not receive a fee
5. Share a flat-fee percentage of all non-tax revenue with service providers based on transaction volume per location
6. Eliminate the $1.00 Local Office Fee

BerryDunn elaborates on each option in the following subsections.

1. Increase fees distributed to service providers for higher effort transactions

This option is intended to align the fees paid to the service providers with the effort and associate costs associated with providing that specific service. As described in Section 2, this would require a detailed time study to determine the amount of effort and cost associated with each transaction type.

2. Increase all fees based upon the average increase in costs incurred by all service providers during the previous year

This option acknowledges that service provider costs have increased year over year and are likely to continue to do so. Alignment of the percentage of cost increase with percentage fee increases would help to ensure that DR costs do not exceed the revenue generated from processing DVS transactions. Expense increases have been reported by DRs as one of the primary reasons that their profitability has declined year over year. Note that with this option DVS must require DRs to report actual costs from previous years to ensure that the percent increases are appropriate. One of the downsides of this model is that there is no true accountability by the DRs to continue to manage or decrease expenses. Additionally, this model may not be sustainable, as increased fees may eventually outweigh the transaction upon which these fees are charged.

3. Increase the fees charged the public and allow the service providers to retain a portion of the increased fees

This option is a nuanced version of option 2 above. It would provide for increased DR revenue by increasing the actual transaction fees (instead of adding to them as described in option 2). Similar to

option 2, this model may not be sustainable, as increased transaction fees may eventually outweigh the transaction upon which these fees are charged.

4. Compensate the service providers for transactions where they currently do not receive a fee

This option acknowledges that the service providers are providing DVS services (i.e., processing "no-fee transactions"; answering calls that may have been addressed using the PIC) without direct compensation for those services. This model contemplates DVS paying the service providers for DVS services for which there is no direct compensation. Note that this model does not contemplate an increase in fees, simply redirection of fees currently collected by DVS to the service providers. Also note that this issue (service providers providing DVS services for no direct compensation) could be minimized if DVS regained responsibility for servicing those transactions and queries, likely via the PIC.

5. Share a flat-fee percentage of all non-tax revenue with service providers based on transaction volume per location

This option re-examines the entire revenue model for providers of DVS services; restructuring the revenue model from a transaction fee-based model to one where the service providers are paid a flat percentage of all non-tax revenues generated by the providers in their location. This option is provided as an alternative to a transaction fee-based model because with the fee model, fee adjustments must be continually assessed and managed, where with a flat percentage model the revenue is predictable. This model does not address the possibility of declining year over year revenues based on increased self-service options.

6. Eliminate the $1.00 Local Office Fee

Though this option is not a sustainability option, this local office fee has resulted in confusion and customer irritation. If the intent of this fee is to generate additional DR revenue, BerryDunn recommends that the fee simply be included in the normal transaction fees (e.g., increase all fees by $1.00), replacing this specific office-only fee. This could increase revenues for the DRs while eliminating any confusion.

5. Analyze Impact of Online Service Expansion

This section will explore the types of DVS services offered online, online services that could be provided in the future, and the potential of expanding online services and the expected impact on service providers.

The DVS, via MNDRIVE, provides several self-service options on their public-facing website, including but not limited to:

- Scheduling and managing appointments
- Pre-applying for a driver's license or ID
- Renewing vehicle registration tabs
- Requesting duplicate plates
- Offering commercial vehicle services
- Downloading forms

As previously indicated, service providers have reported that the enhanced online capabilities via the implementation of MNDRIVE have resulted in an increase in online vehicle renewal and driver's license pre-application transactions. The increase in online vehicle renewals, when data is accurately entered, has reduced the number of fee-based renewal transactions handled at service provider locations; thus, reducing revenue associated with those transactions.

However, the service providers also reported that they believe that the increase in customer errors in online transactions are resulting in customers going to a service provider to remedy the error. These situations result in no-fee transactions for the service provider. Additionally, the service providers report that the pre-application process for driver's licenses does accelerate the transaction at the window once the resident reports to a service provider location to complete the transaction. However, service providers also report that there are often errors in the application generated in advance, resulting in increased customer service time at the window for those transactions. Whether or not this actually resulted in increased customer service time at the window can only be determined through a time study, which was not conducted as part of this project.

5.1 Future Self-Service Options

Service providers generally report apprehension about DVS expanding its online self-service capabilities. Though there is general consensus that self-service is beneficial for residents and results in superior customer service when working well, it is likely to result in reduced revenues for the service providers and increase no-fee transactions to remedy errors in the online transactions. As driver's license, registration, titling, and other transactions increase online, the two remedies for the service providers to remain financially viable are to increase fees for in-person transactions or enable the service providers to conduct other transactions that they cannot currently.

Many registrants enjoy the availability of online transactions, and as State demographics continue to change, this will be increasingly valuable. However, there will always be a need for an in-person option for all DVS services, whether provided by DVS themselves or by service providers as an extension of DVS. This proves to be challenging as transaction volumes decrease and financial feasibility of providing DVS services by service providers decreases. Another exacerbating factor is

rural areas where travel to populated areas where DVS services may be provided could be burdensome. This would require DVS or the service provider network to continue to service these rural areas, with an acknowledgement of reduced revenue.

Again, service providers are generally agreeable to the fact that increased online services is a necessity and a valuable service to the residents of the State. Though DVS did not have a formal roadmap for providing additional online services, they were clear that any such changes must be supported and adopted by the legislature. It seems that no new services are imminent. Examples of online/electronic services that may be provided in the future include:

Mobile Driver's License

Mobile Driver's License (mDL) capability has been piloted in several states over the past several years. With this capability, the need for traditional printed driver's licenses may be reduced or eliminated over time. The American Association of Motor Vehicle Administrators (AAMVA) defines **mDL** as a driver's license that is provisioned to a mobile device with the capability to be updated in real time. While the DVS has explored this capability, there are no current plans to pilot or implement it widely. When implemented in Minnesota, it is unclear how this may impact service providers and the services they provide related to standard driver's licenses, Real ID, and Enhanced ID.

Expansion of Driver's License and Motor Vehicle Services

There is no current method for completing a new driver's license transaction online. This capability may be a future enhancement, extending the capability of the pre-application process to enable the completion of the entire workflow to order a driver's license. Processing of motor vehicle new registrations (i.e., from private sale or other methods) is also not a current online function, though feasible in the future. Addition of these features will likely have the same direct impact on service providers that automobile renewal transactions have (see above).

e-Titles

Title transfers must be completed in person at a service provider. The only method for electronic transfer of title is when new vehicles are purchased at a dealership that utilizes the EVTR to process registrations and title changes. DVS reported no current initiative to provide additional online capabilities for titling. When or if this occurs, it will likely have the same direct impact on service providers that automobile renewal transactions have, with a lower volume and lessor impact.

Motor Vehicle Auto-Renewal

There has been some discussion and anticipation of future changes that may enable auto-renewal of vehicle registrations under certain parameters. Should this occur, the requirement to go to a service provider location in person for standard vehicle renewals will be eliminated. It is likely that non-standard renewals, and those that require edits, may still require the online portal or a visit to the service provider.

Extension of Driver's Licenses Expiration Date

Similarly, there was discussion about extending the expiration date for driver's licenses from four years to eight. Though not currently in legislation, should this become law, DL transaction volume for standard driver's licenses will decline significantly, cutting the service provider revenue for these

transactions in half. DVS has indicated that should such a change be instituted, an eight-year credential expiration would apply to all driver's license types (i.e., Standard, Real ID, Enhanced ID).

6. Deputy Registrar and Agent Analysis

This section details a five-, ten-, and 20-year analysis of the role of deputy registrars and driver's license agents in motor vehicle registration and driver licensing.

As described in Section 1 above, many service providers are running at a loss, or nearly break even. The losses have been consistent from FY2022 to FY2023, with some instances of them increasing and a small number decreasing. Most service providers are supplementing their DVS transaction income with non-DVS services, increasing their ability to remain solvent. City and county service providers maintain operations by subsidizing DVS-related income with other income such as tax revenue, vital records, and passports. The private service providers cannot offer vital record services, nor do they have tax revenues to subsidize their driver and vehicle services, so their only option to increase revenues is to provide non-DVS services.

One of the primary issues with the current transaction-based fee model is that there is no current objective time study data to help the legislature determine appropriate fees for each transaction type. An updated time study that documents the time and effort to complete transactions using MNDRIVE could help to determine the appropriate apportion of fees that should be applied to each transaction type based on time and level of effort required to process those transactions.

One additional factor impacting profitability is the volume of "no-fee transactions" processed by service providers annually. Section 1 provides details regarding this issue. One method to decrease this service provider expense is to process a higher percentage of these transactions using the PIC. However, as indicated above, there was some customer frustration with the PIC (i.e., long wait times) that resulted in customers calling or dropping into their local service provider for answers. One of the recommendations in this report is to advance the capabilities of the PIC, with the intended result of reducing the number of "no-fee transactions" being processed by the service providers, and ultimately reducing their expenses.

Should the current fee structure remain in place over the next five or more years, service providers must decide whether to continue providing DVS services. As previously mentioned, some providers are and may remain profitable, while others will see their profitability decline year over year. Government service providers (e.g., cities and counties) may decide to continue to provide services as a courtesy and convenience to their residents; though continuing to provide these services may require continued or increased revenue subsidies from other sources. Private service providers must continue to find ways to reduce expenses reductions and add non-DVS services to survive as viable businesses.

Section 2 of this report provides options for financial sustainability of service providers. In addition to continually seeking ways to reduce or flatten expenses, options may include:

1. Adjust transaction-based fees to better align with the time and effort (and associated expense) associated with processing those transactions. This will require conducting a comprehensive time study to determine the data required to make these adjustments.
2. Adjust transaction-based fees based on a percentage increase of year over year expense increases. Said differently, this may be an annual cost of living increase percentage, or may require service providers to provide accurate expense data each fiscal year.

3. Create a compensation model whereby the service providers are compensated for no-fee transactions.
4. Change the compensation model from a transaction-based one to a flat percentage of non-tax revenue each service provider generates.

7. Evaluate DVS Assumption of Services

This section outlines two prospective functional DVS service options for consideration. First, one in which DVS assumes all responsibilities currently provided by service providers. Second, a hybrid approach in which DVS partners directly with counties across the State to provide services.

As part of the service review requested by DVS, BerryDunn was tasked with identifying possible alternatives to the current decentralized services model. BerryDunn performed an analysis of the data and narrative input provided by the State's current service network comprised of both public and private service providers of DVS services, while also researching the organizational structure of services in six peer states.

A primary consideration of the analysis is the significant rural nature of the State. BerryDunn identified six primary "population centers" in the State: Minneapolis, St. Paul, Rochester, Bloomington, St. Cloud, and Duluth. Due to their proximity, Minneapolis, St. Paul, and Bloomington are determined to be within a reasonable travel proximity for DVS services and can be considered as a single population center. Thus, BerryDunn notes there are four population centers throughout the State: Minneapolis/St. Paul metro, Rochester, St. Cloud, and Duluth.

Throughout this section, BerryDunn delineates our observations and proposes alternative service options as either general State considerations, services within the defined population centers, or the remaining service areas which we have defined as rural service areas. The resulting three defined classifications are an important consideration for DVS to factor into any considerations of modifying service delivery across the State that meets the DVS' service level goals and expectations.

BerryDunn has developed the following considerations with the assumption that it is a priority to provide consistent DVS services across the State, create positive customer satisfaction, and provide convenient access for all residents. We have also factored into our analysis an expectation that any modifications to the current service model, whether provided directly by DVS or through a collaborative approach with third parties, should result in full DVS services being provided.

In assessing the two requested alternative approaches to the current service delivery model for DVS services, BerryDunn identified eight primary considerations incorporated into the two potential scenarios that we recommend DVS factor into any potential future planning discussions. These considerations are as follows:

- Travel time requirements
- Public/Private accessibility needs of service locations
- Services provided
- Customer service goals
- Facility development costs
- Initial equipment purchase costs
- Ongoing facility overhead costs
- Personnel costs

7.1 Peer State Review

To better understand which service models are possible and potentially beneficial for Minnesota, BerryDunn researched six peer states as selected by DVS. Of the contacts provided, three states did not respond to BerryDunn's request for an interview and one state declined. BerryDunn was able to interview representatives from the Wisconsin Division of Motor Vehicles. Due to time constraints, BerryDunn synthesized the publicly available information from the departments' websites, described in the sections below.

Table 7 below compares departments of motor vehicles (DMVs) across Colorado, Florida, Nebraska, Oregon, Wisconsin, and Tennessee. Because there are few consistencies across how states choose to structure fees for motor vehicles (weight, year, or miles per gallon rating, for example), BerryDunn has not included a summary comparison table. BerryDunn expounds on these comparisons further in the subsections that follow.

Table 7: DMV Information by State

Colorado	
Governing Body:	Colorado Department of Revenue
Managed By:	Division of Motor Vehicles
Centralized?	No
If Not Centralized:	Counties manage motor vehicle registration
Services	**Fees**
In Person:	
Driver's License	$30.87 for a standard license 5-year renewal period
Motor Vehicle	Base registration fee is typically $50.00 to $90.00. Fees vary based on taxable value of the vehicle (for example, Tax Class B rates for first-year registration is 2.10%). County motor vehicle office sets local taxes and fees.
Online:	
Driver's License	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.
Motor Vehicle	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.

Oregon	
Governing Body:	Oregon Department of Transportation
Managed By:	Driver and Motor Vehicle Services
Centralized?	Yes

Services	Fees
In Person:	
Driver's License	$60.00 for a standard license 8-year renewal period
Motor Vehicle	Fees are assessed based on manufactured year and miles per gallon (MPG) rating. For example, a vehicle year 2000 or newer with a combined rating of 20-39 MPG rating is $136.
Online:	
Driver's License	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.
Motor Vehicle	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.

Nebraska	
Governing Body:	Nebraska Department of Motor Vehicles
Managed By:	Nebraska Department of Motor Vehicles
Centralized?	No
If Not Centralized:	County treasurer offices manage vehicle services
Services	**Fees**
In Person:	
Driver's License	$24.00 for a standard license 5-year renewal period
Motor Vehicle	Motor vehicle fees vary based on vehicle weight, value, registration year, and county of residence. Base registration fee is $15.00. County treasurer offices may charge an additional service fee, which varies by county.
Online:	
Driver's License	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.
Motor Vehicle	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.

Wisconsin	
Governing Body:	Wisconsin Department of Transportation
Managed By:	Division of Motor Vehicles

Centralized?	Yes
Service	**Fees**
In Person:	
Driver's License	$34.00 for a standard license 8-year renewal period
Motor Vehicle	Annual registration is $85.00 Maximum service fee of $10.00 for a registration renewal transaction or $19.50 for a title transaction. $164.50 for an original title or title transfer
Online:	
Driver's License	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.
Motor Vehicle	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.

Tennessee	
Governing Body:	Tennessee Department of Homeland Security
Managed By:	Tennessee Driver Services Division
Centralized?	No
If Not Centralized:	County clerks' offices manage vehicle registration services
Service	**Fees**
In Person:	
Driver's License	$28.00 for a standard license 8-year renewal period
Motor Vehicle	Standard plate fee is $26.50 County clerks' charge an additional fee between $2.00 and $5.00, depending on the county
Online:	
Driver's License	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.
Motor Vehicle	Same fees as above. No additional surcharge for online services, except for a credit card processing fee.

Florida	
Governing Body:	Department of Highway Safety and Motor Vehicles
Managed By:	Division of Motorist Services
Centralized?	No
If Not Centralized:	County tax collector's offices manage both driver and vehicle services Private offices contracted with the county
Services	**Fees**
In Person:	
Driver's License	State DMV offices – $48.00 for a standard license County Tax Collector's Office charge an additional $6.25 for any credential issued County and private offices appear to set their own convenience or processing fee 8-year renewal period
Motor Vehicle	Amount varies based on vehicle type and weight. For example, fees are $14.50 for automobiles up to 2,499 pounds and $22.50 for automobiles between 2,500 and 3,499 pounds.
Online:	
Driver's License	Same as above, plus a $2.00, non-refundable, convenience fee for using the MyDMV portal.
Motor Vehicle	Same as above, plus a $2.00, non-refundable, convenience fee for using the MyDMV portal.

Organizational Structure

While all departments are housed within the executive branch of state government, some are housed beneath Departments of Transportation (Oregon and Wisconsin), others are divisions of Highway Safety or Homeland Security (Florida and Tennessee, respectively), and the Nebraska DMV is its own department. Colorado is an outlier, as its DMV housed within the Department of Revenue.

Centralized vs. Decentralized

Oregon and Wisconsin are fully centralized with the state assuming responsibility for all DMV services. Oregon operates 60 DMV offices while Wisconsin operates 90 DMV offices throughout their respective states. Florida, Tennessee, Colorado, and Nebraska are decentralized, meaning the states partly outsources its DMV services to either county government or to private entities.

In Florida, residents visit a county tax collector's office for most DMV services. While there are private offices offering DMV services (often referred to as "auto tag agencies"), the counties are the contract holder with the private entity and not the state. The private offices appear to be limited to in the services it can offer, as residents must visit a Florida DMV or county tax collector's office to obtain an original driver's license, Real ID, commercial driver's license, or specialty license plates.

The private DMV offices seem to be in populous areas with high service demands, such as in Miami-Dade, Hillsborough, and Broward counties. Florida does not appear to distinguish between driver services and vehicle services, unlike Tennessee, Colorado, and Nebraska, described further below.

In Tennessee, the state operates approximately 44 Driver Services Centers throughout the state, offering services related to driver's licenses issuance and renewals. Vehicle-related services, such as registration and title transfers, must be processed at county clerks' offices. County clerks' offices appear to only offer driver's license replacement and renewal services.

Similarly, Colorado also differentiates driver services from vehicle services and delegates which entities can provide each service. The state operates approximately 35 DMV offices that provide driver services, while county motor vehicle offices provide vehicle services. There is at least one county motor vehicle office in each of Colorado's 64 counties, with more populous counties operating more than one office.

Lastly, Nebraska also follows this outsourcing model and delegates vehicle services to county treasurer offices, though residents can visit one of 104 DMV offices throughout the state for both vehicle and driver's services. County treasurer offices cannot, however, issue driver's licenses, as that service is managed solely by State-run DMV offices. Neither Tennessee, Colorado, nor Nebraska appears to outsource DMV services to private offices.

Fee Structure Analysis

Like Minnesota, other states set license and registration fees according to legislative approval and statute. However, in decentralized states that outsource DMV services to local counties (Colorado, Tennessee, Nebraska, and Florida), local counties can set its own fee structures.[2][3][4][5] In some of these states, a customer must visit the local county office for vehicle services, while in others, a customer can visit a state office for both vehicle and driver services. In either case, the county that is providing the motor vehicle service can assess its own fee. The fees are, however, regulated and capped according to statute, prohibiting counties from setting fees that may be exorbitant for the customer.

Florida is the only state within the confines of this study that authorizes private DMV offices, referred to as auto tag or license plate agencies. As set forth by Florida Statute 320.03, third-party license tag agents are under contract with the county tax collector's office. While the service fees are capped at $4.25 per transaction according to statute, private offices are permitted to charge an additional convenience fee if it is disclosed to the customer and approved by the tax collector. In Florida Statute 320.04 (3), it states:

> "If a tax collector elects to exercise his or her authority to contract with a license plate agent, the tax collector may determine additional service charges to be collected by privately owned

[2] Colorado DMV – County Motor Vehicle Offices: County Motor Vehicle Offices | Department of Revenue - Motor Vehicle (colorado.gov)

[3] Tennessee Department of Revenue – Registration Fees: VR-4 - Registration Fees – Tennessee Department of Revenue (tn.gov)

[4] Miami-Dade County Locations – Specifying which locations incur tax collector services versus private license plate agents: Miami-Dade County - Florida Department of Highway Safety and Motor Vehicles (flhsmv.gov)

[5] Nebraska DMV – Some localities collect additional fees and taxes: Registration Fees and Taxes | Nebraska Department of Motor Vehicles

license plate agents approved by the tax collector. Additional service charges must be fully itemized and disclosed to the person paying the service charges to the license plate agent."

These fee models differ than that of Minnesota, where all fees assessed are set by statute and neither public nor private offices have the authority to impose local fees. BerryDunn was unable to verify how much a private office in Florida may be charging for a convenience fee, as this appears to be imposed only for in-person transactions. While the local fees mirror the "Local Office Fee" of $1.00 in Minnesota, it differs in that the local agency providing the service can set the amount, to an extent.

Further, BerryDunn did not find instances of the local fees waived for online transactions, as it is in Minnesota. However, BerryDunn was unable to fully verify this as online applications required a vehicle ID and registration before executing the transaction and receiving a cost breakdown. Rather, Florida appeared to be the only state to assess a $2.00 for the convenience of completing an application online.

7.2 DVS Centralized Services

For the purpose of this narrative, BerryDunn assumes that DVS would take sole responsibility for administering and managing all DVS services that are currently available to residents. Our assessment of the eight primary considerations are as follows:

Travel Time Requirements

Outside the four identified population centers in the State, there are a significant number of rural areas that are currently serviced by non-DVS providers. On average, residents across the State are accustomed to traveling less than 30 minutes to access DVS services through the various provider types, though some travel as long as 60 minutes. DVS would likely want to maintain this travel expectation to demonstrate comparable service levels and minimize disruption and any additional inconvenience to residents. Given the State's size and current network of roads, BerryDunn recommends that DVS performs a formal study factoring in travel route options and distances to determine the minimum number of service centers required to maintain similar travel distance and time expectations.

Based upon a general analysis of the State's size and standard travel times, both north to south and east to west, BerryDunn recommends a minimum of 12 to 15 locations to achieve travel times of less than 60 minutes for all residents. BerryDunn estimates that implementing additional locations to achieve a 30 minute or less travel time goal would require 32 to 35 locations throughout the State. While this is significantly less than the current 187 service providers, BerryDunn recommends DVS explore average driving times after first setting service standards related to customer travel and wait times. BerryDunn assumes these service centers would be FSPs with appropriate staffing to address periods of high-volume demand that might occur.

Public/Private Accessibility Needs of Service Locations

To meet accessibility needs for those who do not own or have access to a vehicle, alternative transportation such as public transit options or alternative transportation methods should be factored into its planning process. BerryDunn would advise DVS to take into consideration the accessibility of any established service locations via public or private transportation providers. Anecdotally, it appears that a significant number of those individuals who still perform transactions at a service

center that could be performed online, do so either due to a lack of access to the necessary technology or a general dislike of performing transactions any place other than a service center. DVS should give strong consideration to where the placement of its service centers might meet both the previously mentioned travel time requirements as well as the best means of providing accessible locations for those who do not have access to a vehicle.

Services Provided

To reduce the need for residents to travel to more than one location, we would recommend that DVS plan to develop a network of service centers that are FSPs. While residents may currently be accustomed to traveling to multiple locations for vehicle and driver services, providing all services in each of the final locations DVS establishes would likely be more cost effective and efficient and provide better customer service. We recommend that DVS develop a standard facility needs assessment for each service location it identifies, which addresses the expected volume of transactions, the expected wait time, the number of staff needed, and the size of the facility to meet expected demand and wait times, and adequate parking for customer use.

Customer Service Goals

Should DVS opt to establish centralized service centers, service-level expectations for staff and desired client service standards should be defined before planning the number and location of facilities. Almost all locations BerryDunn visited, regardless of whether they were private or private, set high expectations on their staff to provide strong customer service to their clients. This included limiting wait times as much as possible through steady staffing level practices focused on addressing busy client activity needs, even though this approach resulted in some periods where staff were idle. To avoid negative feedback and frustration on the part of residents, DVS will need to implement policies and procedures to maintain at least a minimum standard for a consistent level of service throughout the day.

Facility Development Costs

The development of a network of service centers would likely result in a significant upfront and ongoing expenses which DVS should factor into any analysis of centralizing services. To develop specific cost estimates, DVS must first establish standards for the average driving time to reach a center and the average waiting time customers should encounter. Once these standards are established, DVS can determine how many centers to open and where they should be located.

Through our on-site visits and direct interviews, BerryDunn noted that initial facility build-out costs would include typical expenditures such as workspace areas, waiting room space, offices, meeting rooms, etc. In addition, if DVS were to offer FSP services at each location, then they would need to plan for sufficient space to meet security compliance requirements for sensitive documents and information. It was noted during the interviews that were conducted, that many of the county and city service centers do not factor costs such as rent, utilities, etc., into their total operational expenditures, as they consider them an operational cost related to the jurisdictional facilities.

Initial Equipment Purchase Costs

DVS would also need to factor into its review of the centralization of services the overall initial purchase cost of the varied equipment required to operate each center as an FSP as well as the

ongoing maintenance and replacement costs of the equipment which it does not presently incur under the current structure.

Ongoing Facility Overhead Costs

Costs for the rental of sufficient space to provide services such as rent, utilities, and other support services would all result in a significant recurring monthly expense that DVS does not presently incur through its outsourced services system. An approximation of these costs for a facility is not available due to the inconsistent methods of tracking and recording facility expenditures across both the public and private service centers that provided data or were interviewed.

Personnel Costs

BerryDunn notes that the expenditures and considerations noted above would require significant financial expenditures for DVS to centralize and manage all driver and vehicle services. Of the providers interviewed and surveyed, a consistent theme was that direct personnel costs were the largest factor impacting their expenditures. Under the current decentralized, public and private provider model, there was inconsistency in the range of wages paid, especially by the private service centers. A significant number of private service centers also noted that they do not provide benefits. As a result, the true cost of staffing services centers for DVS is not able to be documented based on the data received. However, based upon State compensation and benefit plans, it is very likely that DVS' personnel costs would be significant and more than what the current network of private and public agencies currently incur. This is supported through the information provided that shows most of the private providers offer no benefits, and DVS would have to incur benefit costs for all staff at all centers. To quantify the total potential personnel costs associated with DVS centralizing all services, DVS would first need to determine how many centers it would operate and what would be acceptable wait times for those centers.

Providing Non-DVS Services

Many of the current service providers, both public and private, noted they provided additional services which supplemented the income they received from providing their DVS services. These services include such activities as processing passports, providing notary services, or offering other state agency permits. To help offset the costs associated with the operational costs of DVS centralized service centers, DVS may wish to explore these supplemental service offerings. However, limitations exist within the additional lines of service related to resource allocation, spans of control, and security concerns. For example, staff who handle driver's licenses cannot also issue passports due to an increased risk of falsifying identities.

Overall Cost/Benefit

As mentioned, if a DVS centralized service approach was to be adopted in the State, two significant ongoing costs would result. First, the cost to maintain and operate the required DVS physical locations, and second, the high personnel costs required to staff DVS locations.

Despite the projected high initial start-up and ongoing operational costs associated with the change to a DVS centralized service approach, several potential benefits could be derived through the centralization of services:

- DVS would retain all fees it is currently paying out, resulting in additional revenue to help offset the costs it would incur.
- Standards related to service levels and consistency in service delivery could be coordinated, controlled, and monitored by DVS, thereby providing DVS an opportunity to standardize services and provide it a means of being more responsive to any changing service delivery needs.
- DVS would be incentivized to increase online service offerings, as this would reduce expenses related to staffing and operational costs while increasing access to services for residents. In the current model, expanding online services may result in decreased revenues for service providers.

7.3 DVS Hybrid Centralization of Services

As documented in the peer-state analysis above, there is significant variation in how other states deliver driver and vehicle services. For this section's narrative, BerryDunn assumes that DVS would take a hybrid approach to the administration and management of DVS service delivery within the State. Table 7 shows the current numbers of service providers by type.

Table 7: DVS Service Providers

Office Type	Number
County	66
County/City	17
City	33
Private	71
Total	**187**

Changing to a hybrid centralized services model would have to be adopted by legislation and the logistics of which could vary, as follows:

- DVS would directly partner and contract for services through county governments. Alternative providers such as towns, cities, private entities, etc., would not directly be contracted with DVS as they do under the current system. The counties could be mandated under statute to help provide DVS services with some fee sharing or filing fees options as employed by other states as outlined in the peer state review.
- If counties are not mandated to provide DVS services under statute, DVS would need to establish service centers in regions where county governments either are unable or unwilling to take on the responsibility for coordinating and managing DVS services. Alternatively, county governments could be the contract holders with third-party entities to provide DVS services, as is currently the model in Florida.
- As shown in Table 7 above, there 66 county and 17 county/city offices for a total 83 county operated service providers. Some counties have multiple offices, so 64 of the 83 counties within Minnesota have a county-run service provider. As part of the hybrid model, DVS would

have to devise a strategy for serving residents in the 23 counties that do not have county-operated facilities.

Our assessment of the eight primary considerations under the hybrid model is as follows:

Travel Time Requirements

Outside the four identified population centers in the State, there is a significant number of rural areas that are currently serviced by non-DVS providers. On average, residents across the state are accustomed to traveling less than 30 minutes to access DVS services through the various provider types. DVS would likely want to maintain this travel expectation to demonstrate comparable service levels would be maintained to minimize disruption and any additional inconvenience to residents.

In a hybrid model, it is possible that DVS could maintain current travel time requirements in many areas of the State through its partnership with county governments, thereby reducing the number of DVS FSP centers it would need to provide. BerryDunn recommends that DVS performs a formal study of potential county partners and then perform a similar study to the one discussed above to determine the minimum number of service centers required to achieve similar travel distance and time expectations for those areas where no county partnerships are established. An estimated number of centers that would need to be established cannot be provided under the hybrid model given the uncertainty of whether the 64 counties that currently operate the 83 County and County/City operated offices counties that could contract with DVS for these services.

If counties were not given an opportunity to opt in or out of providing DVS services and were mandated by statute, BerryDunn recommends that DVS focus its analysis on existing county government buildings and the physical space that is needed based on estimated customer base by population. As indicated, there are currently 64 county-operated offices throughout the State. DVS would need to explore how to support the other 23 counties without a service provider based on its expectations of customer driving times. It may be that those counties are sufficiently covered by on of the current 83 county operated offices, or DVS may need to establish offices in certain regions in order to meet its drive time goals.

Public/Private Accessibility Needs of Service Locations

In an ideal hybrid model, counties would have the physical space to assume the delivery of DVS services with the infrastructure in place to accommodate public transportation and other accessibility needs. However, if the counties did not have space, or there is a scenario in which counties can outsource its DVS services through third-party contracts, DVS should consider outlining standards of accessibility for these locations to adhere to.

Services Provided

For regions where a county provides contracted services or DVS provides services, we would recommend that DVS require these centers either be FSP locations or strong justification for that not being the case be recorded and reviewed. While residents may currently be accustomed to traveling to multiple locations for various services such as vehicle and driver services, providing all services in one location in each of the final locations DVS establishes would likely be more cost effective and efficient and provide a means of monitoring and managing consistent customer service. For more rural areas, if DVS determined it would not be feasible for a county partner to be a FSP, or if DVS wished to retain some services it currently provides in its existing locations (i.e., driver services),

DVS could implement that approach on a case-by-case basis. BerryDunn also recommends that DVS develop a standard facility needs assessment for each general location it identifies for a location, which addresses minimum standards for not only the internal operational space needs but also adequate parking for customer use.

Customer Service Goals

Should DVS opt to implement a hybrid model, service level expectations for staff and desired client service standards should be established and incorporated into contracts with counties and DVS' policies for the service centers it directly manages. BerryDunn noted that some service providers have software and tools for which to track data related to wait times through a customer ticketing system. If DVS wishes for quantitative service level data for its external partners, it should consider providing the tools needed in a non-cost prohibitive manner.

Facility Development Costs

The development of a network of service centers where county contracts are not established, would likely result in a significant upfront and ongoing expense which DVS should factor into any planning discussions regarding a hybrid approach to service delivery. Specific cost estimates would not be able to be generated until a final determination regarding the number of DVS managed service centers is developed. Through our on-site visits and direct interviews, we noted that initial facility fit-up costs would include typical expenditures such as workspace areas, waiting room space, offices, meeting rooms, etc. In addition, if DVS were to offer FPS services at each location, customized fit-up would be required to address security compliance requirements for sensitive documents and information.

As mentioned, BerryDunn found that many public service providers do not factor costs such as rent, utilities, etc., into their operational expenditures. Under a hybrid model with county government, counties may wish to be reimbursed if there are facility upgrade or renovation costs associated with refitting the space to be able to provide DVS services. This is a factor to be considered and negotiated when assessing if county governments will be a viable avenue for outsourcing DVS services.

Initial Equipment Purchase Costs

DVS would also need to factor into its review of the hybrid delivery approach of services, the overall initial purchase cost of the varied equipment required to operate each DVS mandated center as an FSP as well as the ongoing maintenance and replacement costs of the equipment which it does not presently incur under the current structure. This is true for equipment costs for the 23 counties where there are (or are not) county-operated service centers.

Ongoing Facility Overhead Costs

Direct costs for the rental of sufficient space to provide services such as rent, utilities, and other support services would all result in a significant recurring monthly expense for DVS which it does not presently incur through its outsourced services system. Once a plan is developed to serve the 23 counties where there are no county-operated service centers, DVS could approximate the costs in would incur to operate centers in those counties. As was noted previously, while many counties did not factor ongoing facility costs into their expenditure calculations that were provided to us, they would likely do so under the hybrid approach. One avenue by which to compensate the counties for

facility costs is by identifying the percentage of revenue generated by DVS transactions and apply that percentage towards the facility costs. BerryDunn recommends more information be gathered on whether peer states with this model compensate counties for facility costs, and if so, how the compensation is determined.

Personnel Costs

BerryDunn notes that while all expenditures and considerations noted above would create significant direct expenditures for DVS or indirectly through county contracts, the consistent theme for all surveyed service centers is that direct personnel costs were the largest factors impacting their total expenditures. Just as we noted under the centralized model, through a hybrid approach to service delivery, personnel costs would most certainly be a significant expense and a key driving factor to be considered. Just as DVS would need to provide wages and benefits in line with State requirements, county contractors would need to do so for their staff. Though the costs would likely be significant, this approach would potentially provide DVS a means of successfully incorporating service delivery standards into staffed positions, which is not consistently managed or monitored under the existing model. The higher personnel costs for any county contractor negotiations should be factored into any compensation for service discussions that would be had with counties.

Providing Non-DVS Services

As noted previously, many of the current service centers, both public and private, noted that they provided additional services which supplemented the income they received from providing DVS services. In a hybrid model, DVS may wish to address lines of service in its contract negotiations with counties. BerryDunn has found that the additional lines of services provide more income potential for those that offer them, which could help offset some cost expenditures that would be incurred by contracted counties and/or DVS-managed service centers.

Overall Cost/Benefit

If a DVS hybrid service approach was adopted in the State, two significant ongoing direct costs would result for DVS. First, the cost to stand up, maintain, and operate any required DVS physical locations (even if outsourced to county government), and high personnel costs required to staff DVS service centers, regardless of if the staff are DVS employees or county government employees.

Notably, some peer states allow counties to sub-contract some services to private or other local government offices. While this approach may allow DVS to be able to contract with a greater number of counties than it might if all services are required to be managed and delivered by county staff, this could result in reduced service levels, inconsistent service standards, and accountability concerns. BerryDunn recommends that DVS perform an assessment of what its key performance indicators and outcomes through contracted county services are prior to considering or negotiating such alternative service approaches into its contracts.

Despite the high initial start-up and ongoing operational costs associated with any DVS managed service centers and a very likely higher fee structure county contracts would require; several potential benefits could be derived through a hybrid service delivery approach, such as:

- By outsourcing some of its services to county government, DVS may save on initial startup and infrastructure costs that it would incur if it were to centralize.

- If DVS can be collocated in a county government building, customers would benefit from the convenience of accessing multiple public services in one central location.
- Maintaining a hybrid model allows DVS to allocate its resources to different priorities other than service delivery, such as regulatory compliance, policy changes, and expanding its services through innovative means.
- DVS would be better positioned to implement additional online service offerings at its own speed and better plan for and manage the resulting impact it would have on its contracted county partners. This would greatly reduce the likelihood of unnecessary DVS operational costs being incurred and improve overall State service delivery to its residents in a more proactive manner.

Appendix A. Abbreviations, Acronyms, Term Definitions

The table below defines the abbreviations, acronyms and term definitions used throughout this report.

Table A-1: Abbreviations, Acronyms and Term Definitions

Acronym/Term	Definition
BerryDunn	Berry, Dunn, McNeil & Parker, LLC
DED	Deliverable Expectations Document
DPS	Department of Public Safety
DVS	Driver and Vehicle Services
DR	Deputy Registrars
DLA	Driver's License Associates
DNR	Department of Natural Resources
DRBOA	Deputy Registrars Business Owners Association
FSP	Full-Service Provider
FTE	Full-time employee
IER	Independent Expert Review
IFTA	International Fuel Tax Agreement
IRP	International Registration Plans
MDRA	Minnesota Deputy Registrars Association
MN	Minnesota
MNDRIVE	DPS-DVS system for motor vehicle transactions
MNLARS	Minnesota License and Registration System – legacy system prior to MNDRIVE
OLA	Office of the Legislative Auditor
PIC	Public Information Center
PTE	Part-time employee
State	State of Minnesota

Appendix B. Documentation and Data Reviewed

The table below is a list of documents, along with a description of the document that was provided to BerryDunn by DVS or the offices that were interviewed.

Table B-1: Documentation and Data Reviewed by BerryDunn

Document Name	Description
DR Provided Document_2024-09-13_095044.pdf	2022 Filing Fees and other expenses
Hastings DR Revenue and Expense Information.pdf	2019-2022 Revenue and Expense Report
DR-DLA-FSP Transaction Counts (MDRA Edits) (version 1).xlsx	DR-DLA-FSP Transaction Counts
DR-DLA-FSP Transaction Counts (MDRA Edits).xlsx	DR-DLA-FSP Transaction Counts
DR-DLA-FSP Transaction Counts.xlsx	DR-DLA-FSP Transaction Counts (unformatted)
DRs and Dealers - 07232020 dups removed.xlsx	DRs and Dealers list with master email list
DRs and Dealers - 08232024 dups removed.xlsx	DRs and Dealers list with master email list
FW_ Comparable States.msg	Email list with similar states in population and offices
MN Chapter 168 - Vehicle Registration - 12272019.pdf	MN Chapter 168 – Vehicle Registration
MN Chapter 168A - Vehicle Title - 12272019.pdf	MN Chapter 168A – Vehicle Title
MN Chapter 168B - Abandoned Motor Vehicles Towing - 12272019.pdf	MN Chapter 168B – Abandoned Motor Vehicles Towing
MN Chapter 168D - Motor Carrier Fuel Tax - 12272019.pdf	MN Chapter 168D – Motor Carrier Fuel Tax
MN DVS Home Page.docx	MN DVS Home Page (link)
OLD - Deputy Registrars - IVV Contacts - 12242019 - V2.xlsx	2019 (Outdated) list of Deputy Registrars and IVV Contacts
Welcome to MNDRIVE Training DL Agent.pdf	MNDRIVE Training Outline and Procedure
Administrative Impound - Admin Review of Impound Order.pdf	Procedure - Administrative Impound – Review of Impound Order
Administrative Impound - Issuing Special Reg. Plates.pdf	Procedure – Administrative Impound – Issuing Special Registration Plates

Document Name	Description
Administrative Impound - Transfer of Vehicle subject to an Impound Order.pdf	Procedure – Administrative Impound – transfer of Vehicle subject to Impound Order
Defective Title Bond Process.pdf	Procedure – Defective Title Bonds
Disability - 90 Day Temporary Certificate - New Parking Permit.pdf	Procedure – Disability - 90-day Temporary Certificate – New Parking Permit
Disability - Commercial Organization Disability Certificate.pdf	Procedure – Disability – Commercial Organization Disability Certificate
Disability - Disability Plates, Initial - Replacement Plates.pdf	Procedure – Disability – Disability Plates, Initial & Replacement Plates
Disability - Transfer of Disability Plate.pdf	Procedure – Disability - Transfer of Disability Plate
Driver's License - Classroom - Permit.pdf	Procedure – Driver's License -- Classroom Permits
Driver's License - Hazardous Materials (HazMat).pdf	Procedure – Driver's License - Hazardous Materials Driver's License
Driver's License - Homebound Variance.pdf	Procedure – Driver's License – Homebound Variance
Driver's License - Homeless Youth ID.pdf	Procedure – Driver's License – Homeless Youth ID
Driver's License - Obtain a Motorcycle Endorsement when on Active Duty Military.pdf	Procedure – Driver's License - Obtaining a Motorcycle Endorsement when on Active-Duty Military
Driver's License - Reduced Fee ID.pdf	Procedure – Driver's License – Reduced Fee ID
Driver's License - Safe at Home.pdf	Procedure – Driver's License – Safe at Home
Driver's License - Social Security Number.pdf	Procedure – Driver's License – Social Security Number
Driver's License - Translation of Documents.pdf	Procedure – Driver's License – Translation of Documents
Driver's License - Verification of Name Change.pdf	Procedure – Driver's License – Verification of Name Change
Involuntary Transfer - Abandoned Motor Vehicle.pdf	Procedure – Involuntary Transfer – Abandoned Motor Vehicle
Involuntary Transfer - Administrative Forfeiture.pdf	Procedure – Involuntary Transfer – Administrative Forfeiture
Involuntary Transfer - Bankruptcy.pdf	Procedure – Involuntary Transfer - Bankruptcy
Involuntary Transfer - Court Order.pdf	Procedure – Involuntary Transfer – Court Orders
Involuntary Transfer - Divorce.pdf	Procedure – Involuntary Transfer - Divorce
Involuntary Transfer - Possessory Lien Sales (Mechanic's Lien - Sheriff Sale).pdf	Procedure – Involuntary Transfer – Possessory Lien Sales
Involuntary Transfer - Repossession.pdf	Procedure – Involuntary Transfer - Repossession

Document Name	Description
Involuntary Transfer - Unperfected Lien.pdf	Procedure – Involuntary Transfer – Unperfected Lien
Involuntary Transfer - Writ of Execution and Judgement.pdf	Procedure – Involuntary Transfer – Writ of Execution and Judgment
Liens - Assignment of Lien.pdf	Procedure – Liens – Assignment of Lien
Liens - Duplicate Lien Card.pdf	Procedure – Liens – Duplicate Lien Card
Liens - Perfected Lien.pdf	Procedure – Liens – Perfected Lien
Liens - Released Lien.pdf	Procedure – Liens – Released Lien
Liens - Repossession of Lien.pdf	Procedure – Liens – Repossession of Lien
Liens - Unperfected Lien.pdf	Procedure – Liens – Unperfected Lien
NSF.pdf	Procedure – NSF
Plates - 100 Club.pdf	Procedure – Plates – 100 Club
Plates - Active Firefighter Plates.pdf	Procedure – Plates – Active Firefighter Plates
Plates - Agriculture License Plate.pdf	Procedure – Plates – Agriculture License Plates
Plates - Amateur - Citizens Radio.pdf	Procedure – Plates – Amateur/Citizens Radio
Plates - Blackout.pdf	Procedure – Plates - Blackout
Plates - Collector Class - Classic Car-Motorcycle.pdf	Procedure – Plates – Collector Class – Classic Car/Motorcycle
Plates - Collector Class - Classic Plates.pdf	Procedure – Plates – Collector Class - Classic Plates
Plates - Collector Class - Collector Plates.pdf	Procedure – Plates – Collector Class – Collector Plates
Plates - Collector Class - Original Plate.pdf	Procedure – Plates – Collector Class – Original Plate
Plates - Collector Class - Pioneer Plate.pdf	Procedure – Plates – Collector Class – Pioneer Plate
Plates - Collector Class - Street Rod.pdf	Procedure – Plates – Collector Class – Street Rod
Plates - Collegiate Plates.pdf	Procedure – Plates – Collegiate Plates
Plates - Commuter Van Pool Plates.pdf	Procedure – Plates – Commuter Van Pool Plates
Plates - Critical Habitat.pdf	Procedure – Plates – Critical Habitat
Plates - Emergency Vehicles.pdf	Procedure – Plates – Emergency Vehicles
Plates - Law Enforcement Memorial (LEM).pdf	Procedure – Plates – Law Enforcement Memorial (LEM)
Plates - Limo.pdf	Procedure – Plates - Limo
Plates - Lions Club International.pdf	Procedure – Plates – Lions Club International
Plates - Military - National Guard Plates.pdf	Procedure – Plates – Military – National Guard Plates
Plates - Military - Ready Reserve Plates.pdf	Procedure – Plates – Military – Ready Reserve Plates

Document Name	Description
Plates - Military - Support Our Troops Plates.pdf	Procedure – Plates – Military – Support Our Troops Plates
Plates - Military - Veteran - Afghanistan.pdf	Procedure – Plates – Military – Veteran - Afghanistan
Plates - Military - Veteran - Armed Forces Expeditionary Service Meda.pdf	Procedure – Plates – Military – Veteran – Armed Forces Expeditionary Service Medal Plates
Plates - Military - Veteran - Bronze Star.pdf	Procedure – Plates – Military – Veteran – Bronze Star
Plates - Military - Veteran - Combat Wounded (Purple Heart).pdf	Procedure – Plates – Military – Veteran Combat Wounded (Purple Heart)
Plates - Military - Veteran - Ex - POW.pdf	Procedure – Plates – Military – Veteran – Ex - POW
Plates - Military - Veteran - Global War on Terrorism (Expeditionary).pdf	Procedure – Plates – Military – Veteran – Global War on Terrorism (Expeditionary)
Plates - Military - Veteran - Gulf War (Desert Storm).pdf	Procedure – Plates – Military – Veteran – Gulf War (Desert Storm)
Plates - Military - Veteran - Iraq War.pdf	Procedure – Plates – Military – Veteran – Iraq War
Plates - Military - Veteran - Korea.pdf	Procedure – Plates – Military – Veteran - Korea
Plates - Military - Veteran - Korean Defense Service Medal.pdf	Procedure – Plates – Military – Veteran – Korean Defense Service Medal
Plates - Military - Veteran - Laos War (Allied Vet).pdf	Procedure – Plates – Military – Veteran – Laos War (Allied Vet)
Plates - Military - Veteran - Medal of Honor.pdf	Procedure – Plates – Military – Veteran – Medal of Honor
Plates - Military - Veteran - Pearl Harbor Survivor.pdf	Procedure – Plates – Military – Veteran – Pearl Harbor Survivor
Plates - Military - Veteran - Proud to be a Vet.pdf	Procedure – Plates – Military – Veteran – Proud to be a Vet
Plates - Military - Veteran - Silver Star.pdf	Procedure – Plates – Military – Veteran – Silver Star
Plates - Military - Veteran - Vietnam.pdf	Procedure – Plates – Military – Veteran - Vietnam
Plates - Military - Veteran - Woman Vet.pdf	Procedure – Plates – Military – Veteran – Woman Vet
Plates - Military - Veteran - World War II.pdf	Procedure – Plates – Military – Veteran – World War II
Plates - Military Plates - Gold Star Plates.pdf	Procedure – Plates – Military – Gold Star
Plates - Minnesota Golf Plates.pdf	Procedure – Plates – Minnesota Golf
Plates - Minnesota State Parks and Trails.pdf	Procedure – Plates – Minnesota State Parks and Trails
Plates - Missing and Murdered Indigenous Relative.pdf	Procedure – Plates – Missing and Murdered Indigenous Relative

Document Name	Description
Plates - Personalized Motorcycle (Vertical).pdf	Procedure – Plates – Personalized Motorcycle (Vertical)
Plates - Personalized Plates.pdf	Procedure – Plates – Personalized Plates
Plates - Professional Sports Team License Plates.pdf	Procedure – Plates – Professional Sports Team License Plates
Plates - Remembering Victims of Impaired Drivers Plates.pdf	Procedure – Plates – Remembering Victims of Impaired Drivers Plates
Plates - Retired Firefighter Plates.pdf	Procedure – Plates – Retired Firefighter Plates
Plates - Retired Law Enforcement Plates.pdf	Procedure – Plates – Retired Law Enforcement
Plates - Start Seeing Motorcycles Plates.pdf	Procedure – Plates – Start Seeing Motorcycles
Plates - Volunteer Ambulance Attendant License Plate.pdf	Procedure – Plates – Volunteer Ambulance Attendant
Refunds - Registration - Conversion to a Lower Class.pdf	Procedure – Refunds – Registration – Conversion to a Lower Class
Refunds - Registration - Double Registration.pdf	Procedure – Refunds – Registration – Double Registration
Refunds - Registration - Non-User Refund for Military Personnel.pdf	Procedure – Refunds – Registration – Non-User Refund for Military Personnel
Refunds - Registration - Permanently Destroyed.pdf	Procedure – Refunds – Registration – Permanently Destroyed
Refunds - Registration - Reduced Gross Weight.pdf	Procedure – Refunds – Registration – Reduced Gross Weight
Refunds - Registration - Registration in Error.pdf	Procedure – Refunds – Registration – Registration in Error
Refunds - Registration - Transfer to Government Agency.pdf	Procedure – Refunds – Registration – Transfer to a Government Agency
Refunds - Registration - Vehicle Sold, Junked or Removed from State.pdf	Procedure – Refunds – Registration – Vehicle Sold, Junked, or Removed from State
Refunds - Sales Tax - Cancellation of Sale.pdf	Procedure – Refunds – Sales Tax – Cancellation of Sale
Refunds - Sales Tax - Credit Tax Paid to Another State.pdf	Procedure – Refunds – Sales Tax – Credit Tax Paid to Another State
Refunds - Sales Tax - Exemptions.pdf	Procedure – Refunds – Sales Tax - Exemptions
Refunds - Sales Tax - Lemon Law.pdf	Procedure – Refunds – Sales Tax – Lemon Law
Refunds - Sales Tax - Overpayment.pdf	Procedure – Refunds – Sales Tax - Overpayment
Registration - Back-in-Again.pdf	Procedure – Registration – Back-in-Again

Document Name	Description
Registration - Bus Classes - General Bus Class (BY).pdf	Procedure – Registration – Bus Classes - General Bus Class (BY)
Registration - Bus Classes - School-Tax Exempt-Type III Bus.pdf	Procedure – Registration – Bus Classes – School-Tax Exempt Type III Bus
Registration - Bus Classes - Second Class City (2C).pdf	Procedure – Registration – Bus Classes – Second Class City (2C)
Registration - Change of Class - Fleet Class to Regular Class.pdf	Procedure – Registration – Change of Class – Fleet Class to Regular Class
Registration - Change of Class - Passenger to Collector.pdf	Procedure – Registration – Change of Class – Passenger to Collector
Registration - Commuter Van Pool.pdf	Procedure – Registration – Commuter Van Pool
Registration - Concrete Pumper.pdf	Procedure – Registration – Concrete Pumper
Registration - Conversion - Conversion to a Higher Tax Registration Class.pdf	Procedure – Registration – Conversion – Conversion to a Higher Tax Registration Class
Registration - Conversion - Conversion to a Lower Tax Registration Class.pdf	Procedure – Registration – Conversion – Conversion to a Lower Tax Registration Class
Registration - Conversion-Change of Class - IRP-IFTA Class to T or Y Class.pdf	Procedure – Registration – Conversion – Change of Class – IRP-IFTA Class to T or Y Class
Registration - Conversion-Change of Class - Perm. Reg. Trailer to CT Trailer.pdf	Procedure – Registration – Conversion – Change of Class – Perm. Reg. Trailer to CT Trailer
Registration - Conversion-Change of Class - Y or T Class to IRP-IFTA Class.pdf	Procedure – Registration – Conversion – Change of Class – Y or T Class to IRP-IFTA Class
Registration - Daily Rental.pdf	Procedure – Registration – Daily Rental
Registration - Duplicate Plates-Registration.pdf	Procedure – Registration – Duplicate Plates - Registration
Registration - Duplicate Reg-Cab Card.pdf	Procedure – Registration – Duplicate Registration – Cab Card
Registration - Exempt from Registration.pdf	Procedure – Registration – Exempt from Registration
Registration - Farm Class - Quarterly Registration.pdf	Procedure – Registration – Farm Class – Quarterly Registration
Registration - Farm Class - Trailers.pdf	Procedure – Registration – Farm Class - Trailers
Registration - Fleet Registration.pdf	Procedure – Registration – Fleet Registration
Registration - Heavy Vehicle Use Tax (HVUT).pdf	Procedure – Registration – Heavy Vehicle Use Tax (HVUT)
Registration - High-Low-Weight Changes - High-Low (Low-High).pdf	Procedure – Registration – High-Low-Weight Changes – High-Low (Low-High)

Document Name	Description
Registration - High-Low-Weight Changes - Increase Gross Weight.pdf	Procedure – Registration – High-Low-Weight Changes – Increase Gross Weight
Registration - High-Low-Weight Changes - Reduced Gross Weight.pdf	Procedure – Registration – High-Low-Weight Changes – Reduced Gross Weight
Registration - High-Low-Weight Changes - Temporary Gross Weight Increase Permit.pdf	Procedure – Registration – High-Low-Weight Changes – Temporary Gross Weight Increase Permit
Registration - IRP-IFTA - Apportioned Buses.pdf	Procedure – Registration – IRP-IFTA – Apportioned Buses
Registration - IRP-IFTA.pdf	Procedure – Registration – IRP-IFTA
Registration - Military - Disabled Veteran.pdf	Procedure – Registration – Military – Disabled Veteran
Registration - Military - Exemption for Active Duty Military Personnel.pdf	Procedure – Registration – Military – Exemption for Active-Duty Military Personnel
Registration - Military - Foreign State Resident.pdf	Procedure – Registration – Military – Foreign State Resident
Registration - Military - On Leave.pdf	Procedure – Registration – Military – On Leave
Registration - Military - Returning from Active Military Duty.pdf	Procedure – Registration – Military – Returning from Active Military Duty
Registration - MOPEDS, Electric-Assisted Bicycle, Motorized Bicycle.pdf	Procedure – Registration – MOPEDS, Electric-Assisted Bicycle, Motorized Bicycle
Registration - Motorcycle.pdf	Procedure – Registration - Motorcycle
Registration - Neighborhood Electric Vehicles (NEV).pdf	Procedure – Registration – Neighborhood Electric Vehicles (NEV)
Registration - New Resident.pdf	Procedure – Registration – New Resident
Registration - Non-Resident.pdf	Procedure – Registration – Non-Resident
Registration - Non-Use.pdf	Procedure – Registration – Non-Use
Registration - Off-Highway Motorcycle.pdf	Procedure – Registration – Off-Highway Motorcycle
Registration - Passenger Class - Standard Plates.pdf	Procedure – Registration – Passenger Class – Standard Plates
Registration - Renew Registration Vehicle Service Transaction.pdf	Procedure – Registration – Renew Registration Vehicle Service Transaction
Registration - Renewals by Non-Owners.pdf	Procedure – Registration – Renewals by Non-Owners
Registration - Street Sweepers.pdf	Procedure – Registration – Street Sweepers
Registration - Tiny Homes.pdf	Procedure – Registration – Tiny Homes
Registration - Towed Vehicle.pdf	Procedure – Registration – Towed Vehicles

Document Name	Description
Registration - Trailers - Commercial Trailer Class (CT).pdf	Procedure – Registration – Trailers – Commercial Trailer Class (CT)
Registration - Trailers - Park Trailer.pdf	Procedure – Registration – Trailers – Park Trailer
Registration - Trailers - Perm. Reg. B Class.pdf	Procedure – Registration – Trailers – Perm. Reg. B Class
Registration - Trailers - Semi- Trailer.pdf	Procedure – Registration – Trailers – Semi-Trailer
Registration - Trucks - Y Class - Commercial.pdf	Procedure – Registration – Trucks – Y Class - Commercial
Registration - Trucks - Y Class - Non-Commercial.pdf	Procedure – Registration – Trucks – Y Class – Non-Commercial
Registration - USDOT.pdf	Procedure – Registration - USDOT
Registration - Y Class - Commercial Zone.pdf	Procedure – Registration – Y Class – Commercial Zone
Registration - Y Class - YZA.pdf	Procedure – Registration – Y Class - YZA
Sales Tax - Automotive Training Program.pdf	Procedure – Sales Tax – Automotive Training Program
Sales Tax - Charitable, Religious and Educational Organizations.pdf	Procedure – Sales Tax – Charitable, Religious and Educational Organizations
Sales Tax - Credit for Tax Paid in Other States.pdf	Procedure – Sales Tax – Credit for Tax Paid in Other States
Sales Tax - Disabled Veteran Receiving Veteran Administration Funds.pdf	Procedure – Sales Tax – Disabled Veteran Receiving Veteran Administration Funds
Sales Tax - Divorce.pdf	Procedure – Sales Tax – Divorce
Sales Tax - Driver Education Vehicle.pdf	Procedure – Sales Tax – Driver Education Vehicle
Sales Tax - Emergency Vehicles and Ambulances.pdf	Procedure – Sales Tax – Emergency Vehicles and Ambulances
Sales Tax - Federal Government Agent or Instrumentality.pdf	Procedure – Sales Tax – Federal Government Agent or Instrumentality
Sales Tax - Gift Exemptions.pdf	Procedure – Sales Tax – Gift Exemptions
Sales Tax - In-Lieu Tax.pdf	Procedure – Sales Tax – In-Lieu Tax
Sales Tax - Interstate Carriers.pdf	Procedure – Sales Tax – Interstate Carriers
Sales Tax - IRC Codes.pdf	Procedure – Sales Tax – IRC Codes
Sales Tax - Job Opportunity Building Zone (JOBZ).pdf	Procedure – Sales Tax – Job Opportunity Building Zone (JOBZ)
Sales Tax - Joint Owners to Single Owner.pdf	Procedure – Sales Tax – Joint Owners to Single Owner

Document Name	Description
Sales Tax - Leases.pdf	Procedure – Sales Tax - Leases
Sales Tax - Lending Institutions or Insurance Company - Held for Resale.pdf	Procedure – Sales Tax – Lending Institutions or Insurance Company – Held for Resale
Sales Tax - Library Vehicles.pdf	Procedure – Sales Tax – Library Vehicles
Sales Tax - Metropolitan Council Transit Operations (MCTO-MTC).pdf	Procedure – Sales Tax – Metropolitan Council Transit Operations (MCTO-MTC)
Sales Tax - Mobile Medical Unit.pdf	Procedure – Sales Tax – Mobile Medical Unit
Sales Tax - Native Americans and Tribal Council-Agency.pdf	Procedure – Sales Tax – Native Americans and Tribal Council-Agency
Sales Tax - Non-Resident.pdf	Procedure – Sales Tax – Non-Resident
Sales Tax - Off-Road Vehicles.pdf	Procedure – Sales Tax – Off-Road Vehicles
Sales Tax - Political Agencies.pdf	Procedure – Sales Tax – Political Agencies
Sales Tax - Ready Mix Concrete.pdf	Procedure – Sales Tax – Ready Mix Concrete
Sales Tax - Town Road Maintenance.pdf	Procedure – Sales Tax – Town Road Maintenance
Sales Tax - Transfer on Death.pdf	Procedure – Sales Tax – Transfer on Death
Sales Tax - Transit Service Providers.pdf	Procedure – Sales Tax – Transit Service Providers
Sales Tax - Trusts.pdf	Procedure – Sales Tax - Trusts
Sales Tax - Vehicles Exempt from Registration.pdf	Procedure – Sales Tax – Vehicles Exempt for Registration
Title - Transfer - Conditional Transfer - Customer Initiated.pdf	Procedure – Title/Transfer – Conditional Transfer – Customer Initiated
Title - Transfer - Conditional Transfer - Dealer Initiated Conditional.pdf	Procedure – Title/Transfer – Conditional Transfer – Dealer Initiated Conditional
Title - Transfer - Death Transfer - Probate.pdf	Procedure – Title/Transfer – Death Transfer - Probate
Title - Transfer - Death Transfer - Surviving Spouse - Not Subject to Probate.pdf	Procedure – Title/Transfer – Death Transfer – Surviving Spouse – Not Subject to Probate
Title - Transfer - Duplicate Title.pdf	Procedure – Title/Transfer – Duplicate Title
Title - Transfer - Non-Titled.pdf	Procedure – Title/Transfer – Non-Titled
Title - Transfer - Non-Transferable - Non-Negotiable.pdf	Procedure – Title/Transfer – Non-Transferable – Non-Negotiable
Title - Transfer - Report of Sale.pdf	Procedure – Title/Transfer – Report of Sale
Title - Transfer - Title Brands - Distinctive.pdf	Procedure – Title/Transfer – Title Brands - Distinctive
Title - Transfer - Title Brands - Export.pdf	Procedure – Title/Transfer – Title Brands - Export

Document Name	Description
Title - Transfer - Title Brands - Junked in Error.pdf	Procedure – Title/Transfer – Title Brands – Junked in Error
Title - Transfer - Title Brands - Junk-Scrapped-Dismantled or Destroyed.pdf	Procedure – Title/Transfer – Title Brands – Junk/Scrapped/Dismantled or Destroyed
Title - Transfer - Title Brands - Salvage.pdf	Procedure – Title/Transfer – Title Brands - Salvage
Title - Transfer - Title Only.pdf	Procedure – Title/Transfer – Title Only
Title - Transfer - Transfer on Death.pdf	Procedure – Title/Transfer – Transfer on Death
Title - Transfer - Trusts - Irrevocable Trusts.pdf	Procedure – Title/Transfer – Trusts – Irrevocable Trusts
Title - Transfer - Trusts - Revocable Trust.pdf	Procedure – Title/Transfer – Trusts – Revocable Trusts
Title - Transfer - Voluntary Transfer - New to Fleet.pdf	Procedure – Title/Transfer – Voluntary Transfer – New to Fleet
Title Brands - Assembled.pdf	Procedure – Title Brands - Assembled
Title Brands - Flood.pdf	Procedure – Title/Transfer - Flood
Title Brands - Lemon Law Vehicle.pdf	Procedure – Title/Transfer – Lemon Law Vehicle
Title Brands - Prior Salvage.pdf	Procedure – Title/Transfer – Prior Salvage
Title Brands - Rebuilt.pdf	Procedure – Title/Transfer - Rebuilt
Title Brands - Reconstructed.pdf	Procedure – Title/Transfer - Reconstructed
2024 Model Year Chart.pdf	Quick Reference Guide – 2024 Vehicle Model Years
Canadian Ownership Documents.pdf	Quick Reference Guide – Canadian Ownership Documents
CCCA List of Approved CLASSIC Cars.pdf	Quick Reference Guide – Classic Car Club of America List of Approved Classic Cars
Commercial Vehicle Permits.pdf	Quick Reference Guide – Commercial Vehicle Permits
County Codes and 2023 Wheelage Tax.pdf	Quick Reference Guide – County Codes and 2023 Wheelage Tax
County Codes and 2024 Wheelage Tax.pdf	Quick Reference Guide – County Codes and 2024 Wheelage Tax
County Codes and 2025 Wheelage Tax.pdf	Quick Reference Guide – County Codes and 2025 Wheelage Tax
Document Retention for Deputy Registrars and Driver License Agents.pdf	Quick Reference Guide – Document Retention for Deputy Registrars and Driver License Agents
DVS Data Access.pdf	Quick Reference Guide – DVS Data Access

Document Name	Description
DVS Deputy Support and General Contact Information.pdf	Quick Reference Guide – DVS Deputy Support and General Contact Information
Expedited Title Procedure and Parameters.pdf	Quick Reference Guide – Expedited Title Procedure and Parameters
Heavy Vehicle Use Tax.pdf	Quick Reference Guide – Heavy Vehicle Use Tax
Imported Vehicles.pdf	Quick Reference Guide – Imported Vehicles
Kit Cars.pdf	Quick Reference Guide – Kit Cars
MINNCOR Marketplace User Guide.pdf	Quick Reference Guide – MINNCOR Marketplace User Guide
Motor Vehicle Registration Tax Exemption - Tax Exempt Plates.pdf	Quick Reference Guide – Motor Vehicle Registration Tax Exemption – Tax Exempt Plates
Motor Vehicle Sales Tax Exemptions.pdf	Quick Reference Guide – Motor Vehicle Sales Tax Exemptions
MV Fee Chart by Transaction.pdf	Quick Reference Guide – MV Fee Chart by Transaction
MV ID Requirements.pdf	Quick Reference Guide – MV ID Requirements
Out of State Conjunctions.pdf	Quick Reference Guide – Out of State Conjunctions
Out-of-State Trailer Title Requirements.pdf	Quick Reference Guide – Out of State Trailer Title Requirements
Prorate Filing Fee.pdf	Quick Reference Guide – Prorate Filing Fee
Surety Bonds.pdf	Quick Reference Guide – Surety Bonds
Veteran Special Plates.pdf	Quick Reference Guide – Veteran Special Plates
Wisconsin Title and Lien Process.pdf	Quick Reference Guide – Wisconsin Title and Lien Process
Accept a Reinstatement Fee.pdf	Workflow – Accept a Reinstatement Fee
Change - Correct Registration Service Transaction.pdf	Workflow – Change/Correct Registration Service Transaction
Change - Correct Title and Vehicle Details Service Transaction.pdf	Workflow – Change/Correct Title and Vehicle Details Service Transaction
Change a Vehicle Address with a DL-ID Address Change.pdf	Workflow – Change a Vehicle Address with a DL-ID Address Change
Change Disability Address Service Transaction.pdf	Workflow – Change Disability Address Service Transaction
Change Plate Service Transaction.pdf	Workflow – Change Plate Service Transaction
Clear a Salvage Brand.pdf	Workflow – Clear a Salvage Brand

Document Name	Description
Commercial Driver's License (CDL) Categories and Medical Documentation.pdf	Workflow – Commercial Driver's License (CDL) Categories and Medical Documentation
Credential Correction Transaction.pdf	Workflow – Credential Correction Transaction
Duplicate Title Service Transaction.pdf	Workflow – Duplicate Title Service Transaction
In-Office Service Transactions.pdf	Workflow – In-Office Service Transactions
Issue a Credential.pdf	Workflow – Issue a Credential
Link an Owner DLN to a Vehicle Record.pdf	Workflow – Link an Owner DLN to a Vehicle Record
New - Transfer Title and Registration Service Transaction.pdf	Workflow – New/Transfer Title and Registration Service Transaction
Pay Account Balance Service Transaction.pdf	Workflow – Pay Account Balance Service Transaction
Place a Pending Request for an Accident Report-Crash Record.pdf	Workflow – Place a Pending Request for an Accident Report/Crash Record
Print On-Demand Temporary Permits.pdf	Workflow – Print on-Demand Temporary Permits
Recreate Purged Title Service Transaction.pdf	Workflow – Recreate Purged Title Service Transaction
Register a New Disability Account.pdf	Workflow – Register a New Disability Account
Renew Registration Vehicle Service Transaction.pdf	Workflow – Renew Registration Vehicle Service Transaction
Replace Plate-Sticker-Reg Card Service Transaction.pdf	Workflow – Replace Plate/Sticker/Reg Card Service Transaction
Request a Driver-Vehicle Record Service Transaction.pdf	Workflow – Request a Driver/Vehicle Service Transaction
Request Driver Record Merge.pdf	Workflow – Request Driver Record Merge
Scan Documents Service Transaction.pdf	Workflow – Scan Documents Service Transaction
Service Transaction Matrix.pdf	Workflow – Service Transaction Matrix
Sold-Donated-Removed from State Service Transaction.pdf	Workflow – Sold/Donated/Removed from State Service Transaction
Void a Previous Credential Service Transaction.pdf	Workflow – Void a Previous Credential Service Transaction
2022 Minnesota Titles.pptx	Process – Titles and Transfers
2023 New to Fleet.pptx	Process – New to Fleet Title Certification
2024 - Minnesota Titles Booklet.pdf	Title Certification - Minnesota Titles & Transfers Booklet
2024 - New to Fleet Booklet.pdf	Title Certification - New to Fleet Booklet
2024 - Sales Tax Booklet.pdf	Title Certification – Sales Tax Booklet

Document Name	Description
A few notes about the Title Certification process and the documents.docx	Explanation document for Title Certification Booklets & PowerPoint Presentations
Welcome & Sales Tax PowerPoint.pptx	Deputy Title Certification Presentation
Contact Sheet.docx	DVS DR Financial Sustainability Report Contacts
012023 OLA Update.pdf	Office of the Legislative Auditor (OLA) 2021 Evaluation Report Update (January 2023)
022022 OLA UPdate.pdf	Office of the Legislative Auditor (OLA) 2021 Evaluation Report Update (February 2022)
2021 OLA Report.pdf	Office of the Legislative Auditor (OLA) 2021 Evaluation Report
DVS IER Recommendations Legislative Report 2024.01.15.pdf	DVS Driver and Vehicle Services Recommendation Report (January 2024)
IER Final Report - Jan 12 2022 (1).pdf	Driver & Vehicle Services Report of the Independent Expert Review (January 12, 2022)
Items of note that may be good resources.msg	Email with notes & 2023 Minnesota Statutes to Chuck Jaeger (DPS)
Motor Vehicle Deputy Registrars OLA March 1994.pdf	Office of the Legislative Auditor (OLA) 1994 Evaluation Report
A few notes about the Deputy Agreements.docx	Notes regarding Deputy Agreements
Application for DL Agent Packet - New DL agent (New office-Bond).pdf	Application Packet for Driver Licensing Agent
Deputy Agreement - @corp by comm without header.docx	Unsigned Deputy Registrar Agreement
Deputy Agreement - @corp by county auditor without header.docx	Unsigned Deputy Registrar Agreement
DL-Agent-DR-OfficeChecklist amended 03-16 (Walkthrough).pdf	DL Agent/Deputy Registrar Info Sheet/Location Checklist
Equipment Purchase for Limited to Full offices.pdf	Equipment Purchases and Contact List
Notes on DLA info.docx	Notes regarding Driver License Agent Information
Description from Vehicle Services.docx	Definitions of Terms/Roles with Vehicle Services
Certificate of Appointment (Limited) - TEMPLATE.pdf	Template of Certificate of Appointment
Certificate of Appointment Final TEMPLATE.pdf	Template of Certificate of Appointment
Driver Fee Chart.docx	Table of Driver's License Fees

Document Name	Description
Plate Fee Chart.docx	Table of Different Plate Fees
Special-Plates-Brochure.pdf	Table of Minnesota Special License Plates
DR-DLA-FSP Transaction Counts.xlsx	Table of Transaction Counts by Office
kiosks-addendum-deputy-registrars.pdf	Self-Service Kiosks Addendum for Deputy Registrars

Appendix C. Interview Participants

Table C-1: Interview Participants

Name	Title	Organization / Location	Date Interviewed
Amiee Thunborg	Office Supervisor	Washington County	09/11/2024
Ben Martin	Deputy Auditor – Service Center	St. Louis County	09/12/2024
Denise Vogel	Deputy Registrar	Little Falls	09/11/2024
Donny Vosen	Co-Owner	Brainard	09/11/2024
Erica Geissler	Manager of Licenses and Passport Services	Anoka County	09/10/2024
Janet Lewis	Finance/Co-Owner	QuickServ License Center (South St. Paul)	9/12/2024
Jared O'Riley	Deputy Registrar	St. Paul	09/09/2024
Jeff Lenarz	License Center Manager	City of Robbinsdale	09/11/2024
Jessica Gadach	License Supervisor	Wright County	09/10/2024
Jim Joa	Manager	QuickServ License Center (South St. Paul)	9/12/2024
John Lenarz	Director of Licenses and Passport Services	Anoka County	09/10/2024
Kristy Beaucage	Deputy/General Manager	QuickServ License Center (South St. Paul)	9/12/2024
Lindsey Myer	Finance Director	Wright County	09/10/2024
Mike Hintz	Owner	Kasson	09/09/2024
Mike Norgaard	Owner	Hastings	09/12/2024
Patricia Hanscom	Owner	Faribault	09/09/2024
Phillip Freeman	Deputy Registrar	Washington County	09/11/2024
Ramona	Owner	Cokato	09/10/2024
Sue Jensen	Deputy Registrar	Mankato	09/10/2024
Tessa Anderson	President	Hastings	09/12/2024
Tracy Vosen	Co-Owner	Brainard	09/11/2024
Vinton Lewis	President/Owner	QuickServ License Center (South St. Paul)	9/12/2024

Appendix D. Survey Data

Below and on the following pages, BerryDunn includes the survey data collected from DRs, DLAs, and FSPs. BerryDunn has edited the responses only in instances of protecting the respondent's data and correcting spelling and grammar errors. Please note that Question 1 asked respondents for personally identifiable information and as such has not been included in this report.

Question 2: Please select one or more of the following office types:

Please select one or more of the following office types:		
Answer Choices	**Responses**	
Full Agent	63.58%	103
DR	33.95%	55
DLA	12.96%	21
	Answered	**162**
	Skipped	**2**

Question 3: Please select one of the following:

Please select one of the following:		
Answer Choices	**Responses**	
Private Entity	39.63%	65
Government Entity (County or City)	60.37%	99
	Answered	**164**
	Skipped	**0**

Question 4: Please indicate what services you currently provide:

Please indicate what services you currently provide:		
Answer Choices	**Responses**	
Driver evaluation services	2.45%	4
Salvage and reconstructed vehicle inspections	3.07%	5
Collection of crash data	6.13%	10
Motor carrier registration, and fuel tax collection and sharing	7.98%	13
Driver education, driver testing and license issuing	14.11%	23
Dealer licensing	15.95%	26
Requests for vehicle, driver's license, identification card and crash data	61.96%	101

Please indicate what services you currently provide:		
Answer Choices	**Responses**	
State identification cards	73.62%	120
Driver's licenses	75.46%	123
Disability license plates and parking certificates	92.64%	151
Vehicle Ownership, license plates, registration	96.32%	157
	Answered	**163**
	Skipped	**1**

Question 5: What are the most common services provided by your organization?

What are the most common services provided by your organization?		
Answer Choices	**Responses**	
Driver evaluation services	1.23%	2
Salvage and reconstructed vehicle inspections	1.23%	2
Collection of crash data	1.23%	2
Driver education, driver testing and license issuing	4.91%	8
Motor carrier registration, and fuel tax collection and sharing	6.13%	10
Dealer licensing	9.82%	16
Requests for vehicle, driver's license, identification card and crash data	16.56%	27
State identification cards	59.51%	97
Disability license plates and parking certificates	60.12%	98
Driver's licenses	71.17%	116
Vehicle Ownership, license plates, registration	96.32%	157
	Answered	**163**
	Skipped	**1**

Question 6: Please describe services that your organization is not currently providing but could if enabled.

Answered: 114

Skipped: 50

Please describe services that your organization is not currently providing but could if enabled
Responses
We are providing all the services our office space and current staffing levels will allow.
we were looking into issuing driver's licenses
- Dealer licensing - Fast track - Collection of crash data
Live scan fingerprinting services.
Online transactions
Online transactions
Due to space constraints and staffing we cannot offer more services.
We are providing all we have the capacity to provide at this time.
NONE
None.
Renew driver's license class D.
answered earlier
Driver education and testing, but our building space is too small for this type of additional service to provide. We would be interested in learning more about vehicle inspections as another service to offer our customers as they have to travel several hours to find a place that can perform this service.
Online transactions
We may look into IRP in the future as we have had many requests to do so
NONE
NONE
DL testing
Motor carrier registration and fuel tax collection-if we had training available to learn.
None
We don't have the staff or income to add more services.
Full DL agent
Filing quarterly for IFTA. Records request
WE ARE CURRENTLY WORKING ON BECOMING A DLA.

Please describe services that your organization is not currently providing but could if enabled
Responses
I believe I could request to be a full-time DL, but it's only me here. Plus, the county Treasures Office does the DL and we definitely don't need 2 in our city of 550
we are limited dl not full, and want to stay that way
None
Behind the wheel test and driver's ed.
Prorate
none
n/a
none
Crash records, Driver's records, and reinstatement fees
We don't have any plans to add more services as our office is already a city office and adding more could detract from our city responsibilities
none
Drivers testing
Would need to become a full-service agent to provide most DL/ID related transactions. Not sure what "dealer licensing" is referring to above but I do handle both MN and out of state dealer work for car titles.
We don't have staffing in budget or space for renewals. We remodeled in 2020. (Above we do lost stolen or change of address on DL's)
DRIVER EDUCATION/ EVALUATION MOTOR CARRIER REGISTRATION.
As a city our space is limited so as of now, we would not consider doing a full DL. No expansion room.
Not applicable at this time.
Sometimes would like to be a full agent so could do DL renewal only not to give for first time just a renewal once in the system.
N/A
We had looked into the possibility of proctoring the written exam
We do all services currently as a DR and as a limited DL
Full-service driver's license. The county will not give us a variance.
COULD TAKE REINSTATEMENT FEES IF ENABLED
BECOMING FULL DL AGENT
N/A
N/A

Please describe services that your organization is not currently providing but could if enabled
Responses
Renewal of DL, But we would need to do another re-model and hire more employees than.
requests for vehicle, driver's license, identification card and crash data
Full driver's license
Motor Vehicle Records
n/a
passports
Driver’s License
The only service we do not provide is prorate at this time
Crash reports
None
Deputy Registrar #150 is not a full agent for Driver’s License. That is a service that we would like to provide there but DPS has declined the request. We perform Class D written tests at all locations but would embrace expanding to include motorcycle testing. We could also provide the Behind the Wheel Testing. The lengthy and awkward appointment process for this is very frustrating for the citizens of Minnesota. A problem that has persisted for many years.
None
None that I am aware of.
None that I am aware of.
Prorate
We will go full-service DL on Nov 1st, we have equipment just working to train.
Proctor exams and full driver license services
As a limited office, we can only do duplicate and change of address on DL. We are becoming a full-service provider so we can do issuance and renewals as well. We are a third-party proctor office for Class D DL testing.
Online renewals
Full driver’s license, we have been approved working on equipment and training. Proctor more tests, like motorcycle and cdl. Marriage certificates, duplicate birth certificates, passports,
We could offer prorate or proctor testing, however we have a large customer base with Same Day Issuance.
ACCEPTING REINSTATEMENT FEES, PROCTOR FOR KNOWLEDGE. WE CURRENTLY DO NOT HAVE ADEQUATE SPACE FOR PROCTOR, WE ARE INNUNDATED WITH DL/ID/PERMIT AND DO NOT WANT TO ADD REINSTATEMENT FEES ON TOP OF IT.
n/a

Please describe services that your organization is not currently providing but could if enabled
Responses
Motorcycle written test Allowing DURs to override versus having to wait for approvals (such as exams, MN Original plates, etc.). Even if that prompts the transaction to automatically be reviewed by DVS staff, it is more efficient for my team.
Maybe reinstatement fees if we would get a fee for doing these.
None
simple vehicle inspections. Examples are verify vin numbers, motorcycles engine numbers. Just able to simple things since it is so hard to get an inspection time scheduled
none
none
With proper training and support from DVS our office could complete motor carrier registration (prorate transactions) and dealer licensing.
N/A
Online Motor Vehicle transactions
Issue hunting & fishing licenses.
Crash data
n/a
Fast track DL Prorate (not interested in)
I believe we currently provide all the services that our staff can handle and provide
None - unable to take on more duties
Driver evaluation services, this is something we provided in the past and we provided a room for evaluation appointments. There are many vacant businesses in our area which could possibly service as vehicle inspection sites.
Written testing
Crash and Driver's reports
Fleet registration and online fulfillments
taking reinstatement fees - our office is not interested, as there are not any filing fees
We just were approved to become a full-service office. We will be doing DL's, Permit's, and ID renewals along with first time applications.
Online motor vehicle transactions.
Online motor vehicle transactions
Online motor vehicle transactions

Please describe services that your organization is not currently providing but could if enabled
Responses
none
road tests, vehicle inspections, knowledge testing with no limits (we test now but people can only test twice)
None
Besides becoming a proctor, I don't think there are any other services we could offer. We are not interested in that however. We do vitals so are unable to do passports.
N/A
We currently do not collect reinstatement fees but do get a lot of customers coming in to pay these that we have to turn away. We know deputy registrars are able to collect these, if they choose, however, a couple of the reasons we have chosen not to include: 1) we do not take credit card at our location, so it might be more difficult for some to pay the larger reinstatement fees and 2) this is a no filing fee transaction so we would be collecting fees on behalf of the State and we do not get any of the fees collected.
becoming a testing station. We are so tired of all the phone calls and complaints we receive that people can’t schedule appts because there full maybe reopen it back up the way it used to be. Never heard complaints than.
Collection of fees. Authorization for overweight.
If we could give customers Motorcycle Permit Exams as a Proctor office. and CDL Permits.
The ability/option for our office to process mail-in & online renewals for under-served markets.
Unless a new service generates enough additional revenue to offset the cost of providing the service, we are not looking at adding additional state services. Annual losses continue to grow.
Passport photo services
We are providing everything that we would prefer to offer at this time
passport processing / short staff members
No more services necessary
NA

Question 7: Please describe your organization's staffing model as it relates to providing DVS services.

Answered: 153

Skipped: 11

Please describe your organization's staffing model as it relates to providing DVS services
Responses
We try to provide the best customer service we can at all times.
We do the best we can do with the lines of people and provide the best customer service we can.
We never have enough staff for the lines and people we serve but we always try to provide the best customer service possible.
Our office has 1 full-time employee and 1 part-time employee. We try to staff on the busiest days of the month whenever possible
This office has 7 full-time employees who are all cross trained on all DVS services that are offered.
I am the only employee
We have two employees in our office. We both help customers with any transactions or questions they may have.
We have a supervisor, assistant supervisor, (3) full-time technicians and (1) part-time technician.
Division Manager (Deputy Registrar) a. Supervisor (manages day to day office operation) b. Lead Supports front line team daily balancers and dealer work c. Specialist-developing leadership skills and supporting balancing and office lead in event supervisor and leads are out of office d. Senior Service Representatives- assist with difficult transactions in event lead or supervisor aren't available e. Service Representatives- entry level position does all the front counter transactions
Division Manager (Deputy Registrar) a. Supervisor (manages day to day office operation) b. Lead Supports front line team daily balancers and dealer work c. Specialist-developing leadership skills and supporting balancing and office lead in event supervisor and leads are out of office d. Senior Service Representatives- assist with difficult transactions in event lead or supervisor aren't available e. Service Representatives- entry level position does all the front counter transactions
Limited office - 2.5 PSA's front staff, 1 Supervisor, 1 Manager
Our Lakeville office has 7 staff members. We have 5 counters up front that serve customers all day long. All 5 front counter employees are fully cross trained on all services. There is also a manager and supervisor on-site.
4 STAFF PERSONS

Please describe your organization's staffing model as it relates to providing DVS services
Responses
One full-time and 5 part-time. Try to have 3 working at all times.
1 employee working
Currently, there are 2 full-time city officers workers that cover both the DR and the City office windows.
[Staff names] - DR/DLA - Full - DUR, and [Staff names] - DR/DLA - Limited, own and operate our DMV. We employ [Staff names] who are DR/DLA - full - Advanced staff and [Staff names] DR/DLA - Full
answered earlier
We currently have an in-house staffing model, that includes two full-time workers and one owner.
7. Division Manager (Deputy Registrar) a. Supervisor (manages day to day office operation) b. Lead Supports front line team daily balancers and dealer work c. Specialist-developing leadership skills and supporting balancing and office lead in event supervisor and leads are out of office d. Senior Service Representatives- assist with difficult transactions in event lead or supervisor aren't available e. Service Representatives- entry level position does all the front counter transactions
We have to workstations in the lobby when third staff is on they do dealer work and other tasks in back office.
2 FULL-TIME, 2 PART-TIME AND GAVE UP ON ANOTHER FULL-TIME AFTER HIRING 4 PEOPLE AND 2 LASTED RIGHT BEFORE TITLE CERT TEST, AND THE OTHER 2 LASTED A WEEK
2 employees
Helping customers and Dealer work in a timely manner.
We have 2 employees to meet with customers
We are located at city hall. I have 2 part-time staff that usually do most of the DVS services. I assist when needed.
Our staff is cross trained to do each service we offer in our office.
We try to have 3 Deputy clerks available to assist customers and do Dealer work Monday thru Friday
don't have one
1 FULL-TIME (40+ HRS/WK) & 1 PART-TIME EMPLOYEE (15-35 HRS/WK
one person office
1 employee
We have Four Full-time and four part-time employees including the Manager.
Counter service representatives
3 full-time employees
???

Please describe your organization's staffing model as it relates to providing DVS services
Responses
6 full-time employees
We have 4 employees able to process DL transactions. We try to have 2 in the DL office. The other 2 fill-in as needed (sick, vac, etc.)
[Staff names] works Mon- Tues; [Staff names] works Thurs-Fri; [Staff names] works Mon- Fri
2 full-time employees to handle 2 windows of MV & 1 window of DL.
3 fulltime staff that perform motor vehicle functions as well as limited driver's license functions
Our office is staffed with five employees that are all trained to provide DVS Services.
How many do we employ? Usually 2-3 employees at one-time.
I am a single person office.
The Customer Service Department of the Finance & Property Services Division provides the Driver License Application/Renewal services to the public.
We are a small staff of 4 counter clerks and me back-office dealer, reports, City vehicles, budgeting and reports for the City. Deputy registrar appointee
PYRAMID. 1 DIRECTOR > 1 STAFF OPERATIONS SUPERVISOR> FRONT LINE WORKERS (COMBO BETWEEN FT AND PT)
We have 4 certified title clerks. Each of us, including myself have other responsibilities as a city employee. One is city accounts payable; one is public utility accounts payable, one is the public utility clerk, I myself handle liquor and tobacco licenses and take in payments (we all take in payments of various kinds. One of my clerks is also in charge of planning and zoning and building permits. I also can-do building permit during the busy season.
Our office currently has 4 certified Title Clerks. Majority of the time this is more than sufficient to meet the needs of our customers and limit wait times.
We have 5 full-time staff but only part of their salaries is paid out of motor vehicle funds the rest are paid out of utilities and other city funds.
To help everyone and if they don't know what wrong explain what need to be fixed.
We handle license and registration for all vehicles except Prorate. We do duplicate titles, title transfers, issuing plates
While our offices offer services for DNR and vital statistics, motor vehicle and credential issuing is the biggest part of our office. I have 7 full-time counter staff.
3 - City of [name] employees provide DVS service to customers
2 FT
3 FULL-TIME EMPLOYEES CURRENTLY
Currently have 2 full times employees and in the process of hiring a 3rd
TWO FULL-TIME AND TWO PART-TIME. NOT ENOUGH

Please describe your organization's staffing model as it relates to providing DVS services
Responses
1 full-time and one casual
We have 2 full-time and 2 part-time employees, that work very efficiently and meet the needs of our workload and customers.
There is only one worker for this location
3 full-time employees 1 part-time employee
2 work areas available to wait on customers
2 Full-time title clerks 1 Part-time title clerk 2-3 counter/customer support
We have 2 FTE in our office that work in Admin and DVS. The mix of work is @ 40% DVS and 60% City at this time.
We have 3 full-time staff and 1 part-time staff
We would have to hire if doing DL. We currently have enough staff for what we do.
we have 2 full-time staff and 2 part-time that provide all services we provide
office manager and 3 back-up employees that work full-time in the Auditor's office.
Everyone provides every service we offer on a first-come first serve basis. three staff do EVTR, all staff do all other dealer work
4 clerks and 1 supervisor
we have me and one employee
We have six full-time deputy registrars
We have three employees that are able to help a customer when they come into our office, but we have other services done in our office not related to DL.
Two full-time employees, one part-time employee.
We currently have a staff of 7 people. 5 full-time and 2 part-time.
11 staff processing MV transactions and 5 of those staff also process DL applications
I have a General Manager, and Assistant Manager, and an Assistant Manager level 2 at all locations. Additionally, at large location like [City] we have lead staff at the counter at all times. These individuals are referred to as Counter Managers, and Evening Leads. At [City], we also have individuals specifically designated to train new staff
1 Supervisor, 2 Senior/Leads, 6 Licensing Specialists, 1 Licensing Assistant
Greeter, 3 part-time, 4 full-time
6 Full-Time, 1 half time, 1 supervisor - All cross trained in all areas.
We have 2 full-time staff; 3 part-time and we are in the process of hiring 1 more full-time staff member

Please describe your organization's staffing model as it relates to providing DVS services
Responses
We have 6 full-time, 1 half time, and 1 supervisor. All staff is cross trained in all areas of the office.
We have 3 workstations that provide full-service to all.
We have two FT staff members
We emphasis to our staff that we are privately owned. We are not the State of Minnesota. We push to provide the best customer service experience possible; we want return customers.
One room office, two full-time and one part-time throughout the entire business day. No customer tracking software is used. Walk-in service, no appointments except for IRP.
We have 4 full-time employees; we stagger our lunch hours (we do not close down for lunch)
Deputy Registrar (Supervisor), License Specialist, 5- License Assistants
we have a one room office, you walk in and are waiting on, no appointments. Three stations. This location does do IRP/IFTA by appointment only.
The DMV is a department within City Hall that is supervised by the City Clerk and has two full-time employees with one being the main contact person
1-Department Manager 1-Assistant Manager 1-Part-time 2-Variable hour & 11 Full-time staff
5 employees
7 FULL-TIME EMPLOYEES, THREE 1/2 TIME EMPLOYEES, 1 3/4 TIME EMPLOYEE WHO PROCESSES ONLY DEALER WORK. FULL-TIME EMPLOYEES WORK M-F 8-HOUR SHIFTS. DEALER CLERK HAS SET HOURS, PART-TIMERS HAVE SET HOURS STAGGERED THROUGHOUT THE DAY M-F (E.G. 830-1230, 10-2, 1-500).
We have 2 staff that do transaction all day and a back-up who works in the Treasurer Dept on an as needed basis (cover lunch, vacation, sick, when we are really busy, during elections, etc.)
One office manager (active DUR for office), Two Lead Clerks, Seven Clerks. All cross-trained in all services offered
Full staff, 8-5 M-F
2 full-time, 2 part-time
We have 3 full-time and 1 part-time employee.
Short staffed but not allowed to hire more than what I currently have. Don't have the payroll to hire because my expenses overpower my revenue.
OWNER OPERATED 1 PERSON
One part-time and 2 full-time persons.
We are a small 2-person operation
City office so has multiple job duties besides DMV

Please describe your organization's staffing model as it relates to providing DVS services
Responses
We have 4 full-time employees
Our office has one office manage and one supervisor that are both full-time. We also have 10 FTE staff that work the front counter. We have a tab only line open during business hours to help customers that only have tabs to get because that is a fairly quick transaction. We have a check in desk that staff reviews documents for customers before they receive a number and wait.
To reduce wait times
Manager, Supervisor, Senior Service Center Representatives, Service Center Representative (18.75 FTEs) at the Ridgedale Service Center. Learning and Development, E Services Unit, Vital Records Unit, and upper management support overall department (in addition to county wide resources such as HR, IT, etc.).
My office consists of 4 staff members. All staff is qualified to perform all duties. We currently do not have a staffing model in place.
3 FT Motor Vehicle Title Clerks, 1 Deputy Registrar Supervisor. All work 8-4:30pm, M-F
We have 3 staff doing driver's license part-time.
We provide training to all employees; experience is wonderful but not necessary; we can train just about anyone. We have to trust the employees that we train to keep data private and do a good job with the information they are given. We all have to go with the flow when it comes to the state; things are always changing, and we keep each other on our toes as to the changes and remembering them.
Office space and staff dedicated to DVS and DNR services.
We have 4 users, but we only have 2 staff at one-time providing these services to our customers
14 Employees providing services with Passports, so we do have to separate customers accordingly.
We have a staff of 12 FTEs, 11 of whom rotate at the counter to provide DVS services and other county functions
We have four full-time employees each employee can do most transactions. We don't have a registration renewal list as people come into our office under the number system, so they are waited on in the order in which they arrive. We only do appointments for IRP/IFTA. There isn't an appointment required for motor vehicle and driver's license transactions.
We have 3 full-time employees to assist the customers.
We have two full-time employees that provided DVS services. We also have two other individuals that service as backups if or when one or both of the full-time employees are gone. We do not close for a lunch hour as the lunches are split between the two full-time and also back-up employees.
Front counter clerks who work with our walk-up customers and Dealer clerks who work with our dealer customers.
All staff are able to provide the services available here.
13 counter staff

Please describe your organization's staffing model as it relates to providing DVS services
Responses
We hire people with little to no experience in the DMV industry and train them ourselves through shadowing other seasoned staff.
Manager, Supervisor, Senior Service Center Representatives, Service Center Representatives (21 FTEs) at the [City] Service Center. Learning and Development, E Services Unit, Vital Records Unit, and upper management support overall department (in addition to county wide resources such as HR, IT, etc.).
1 FT Supervisor LC; 1 FT Lead LC rep; 4 FT LC reps
Full-service - we also process Prorate. Prorate offers little compensation for the difficulties and problems associated with Prorate drivers and companies.
We employ 7 total staff with 4 full-time (40 hour), 1 part-time (30 hour and 2 part-time (18 hour).
I currently have 3 full-time employees along with one part-time. Since we are becoming full-service office I anticipate, I will have to hire one more full-time employee.
Manager, Supervisor, Senior Service Center Representative, Service Center Representative (18 FTEs at [City] Service Center. Learning and Development, E Service Unit, Vital Records Unit, and upper management support overall departments (in addition to county wide resources such as HR, IT, etc..
Manager, Supervisor, Senior Service Center Representatives, Service Center Representative (21 FTEs) at the [City] Service Center. Learning and Development, E Services Unit, Vital Records Unit, and upper management support overall department (in addition to county wide resources such as HR, IT, etc.).
Manager, Supervisor, Senior Service Center Representatives, Service Center Representative (21 FTEs) at the [City] Service Center. Learning and Development, E Services Unit, Vital Records Unit, and upper management support overall department (in addition to county wide resources)
We have three staff members within our office, and all provide the same services with in DVS services. Two are regular license techs and one a supervisor within the office.
We have 2 full-time employees
8 staff members including: Administrator, Coordinator, 6 FT, 1 PT
We are staffed with four full-time employees, and we are a Full MV/DL Office.
With the low filing fee that we get for our work. It is almost impossible to balance paying someone a respectable wage with the hopes that we will make enough money to cover it.
We are a government office that is combined with the Auditor-Treasurer office. There are 5 staff that are trained in doing deputy work, but also cross trained in doing other tasks in the office.
as we lose more revenue to online transactions, it leaves many unbalanced days with fewer transactions for a full staff which also leads to boredom & higher error rates
Our front services counter is always staffed with a minimum of 2 full-time employees and a minimum of 1 part-time employee.
We put 100% into our customers face-to-face we are the front lines to them we take the beatings; we see their frustrations; we try to have them walk out of our office feeling good about visiting a DMV we

Please describe your organization's staffing model as it relates to providing DVS services
Responses
are not bad people we are here to help them. we even take their phone numbers and we follow up with our customers that have issues.
We have 2 owners that work there.
2 fulltime employees and 1 Part-time employee
Staffed to maintain less than a 10-minute waiting time during peak hours.
We operate 5 license centers in [name] County. We have a management team which oversees the entire operation as well as on-site supervisors at each location. Service Center Specialists are hired to work at any one of our locations and are assigned locations based on business needs.
We have 3 full-time DMV employees and 2 additional employees in the Auditor-Treasurer's office for support/backup.
We have 2 windows at the front counter for processing and a couple of spare workstations in the back of our offices
We have 1.9 DVS related team members. DVS services is the priority then other duties for the City as time allows. Customer in-office first then phone messages and emails.
This is a one person office. Hoping to expand to 1 1/2 in the next year.
We have 2 full-time and 4 part-time employees. We have me as the DR, 1 manager, and the rest are just clerks. The manager and I take care of all the inventory and money management tasks on a daily basis.
we have 2 full-time employees and one part-time
We have 4 counter clerks and 1 staff doing dealer work
two deputy staff with a part-time staff who also works with another government office as time allows
Private office does not apply

Question 8: Please describe when DVS services are available at your location.

Answered: 160

Skipped: 4

Please describe when DVS services are available at your location
Responses
They are available as needed for us.
They service our needs as needed. We appreciate them.
They are available for our needs when needed
M-F 8:30am-4:30pm
M-W, F: 8-4:30 Thurs: 10:30-7
8 to 4:30 Monday-Friday Saturday 9-Noon
Monday-Friday, 9:00am-5:00pm
M-F, 8:00 a.m. - 4:30 p.m.
Monday, Wednesday, Thursday, and Friday 8:30AM-5:00PM Tuesday 10:00AM-6:00PM
Monday, Wednesday, Thursday, and Friday 8:30AM-5:00PM Tuesday 10:00AM-6:00PM
M, Wed, Thurs & Friday 8 am-4:30pm Tuesday= 10:30am-7pm
M, Tu, Th, Fr: 8-4:30 Wed: 10:30-7
9:00AM TO 5:00PM
M, W, Th 7:30 - 4:30; Tu 7:30 - 6:30; F 7:30 - 11:30
M-F 830-430
M-F 8:00 am to 4:00 pm Jan-May and Sept-Dec M-Thursday 8:00 am to 4:30 pm June - Aug Fridays 8:00 am - 2:00 pm (three-month summer schedule only)
Monday - Friday 8am to 4 pm
answered earlier
M-F 8:00am-4:30pm (Closed for lunch hour 11:30am-12:00pm)
Monday, Wednesday, Thursday, and Friday 8:30AM-5:00PM Tuesday 10:00AM-6:00PM
M-F 8:30am-12:00 and 1:00-5:00pm Saturday 9:00am-12:00 noon
8:00AM-12:00PM CLOSE FOR LUNCH 1:00P-5:00P

Please describe when DVS services are available at your location
Responses
9-5
M-F 8:00a to 5:00p Sat. 8:00a to Noon
M-F. 8:00am-4:30pm.
M-F 7:30a - 3:30p
8:00 _4:00 M-F
M-F 8:00a - 5:00p
M-F 7:30am-5pm
M-TH 8AM-5PM F 8AM-12PM
8-12 & 1-5 M-F
M-F 8:30a - 4:30p
8:30AM to 5:00 PM Monday thru Friday 8:30 AM to 12:00 Noon Saturday
We have been in operation since October 28, 2023. Our office hours are from 9am - 6pm, Mon - Sat
Monday thru Friday 8:30a-4:30p
Motor Vehicle - M-F 8:30-4:30 Driver's License - M-F 8:30-3:30
M-F 8am to 4:30pm
M-F 8:00a-4:30p
8:30- 4:30 Mon-Fri
M-F 8:00a-4:30p
Monday-Friday, 8:00 am - 4:30 pm
M-F 8:30-4:30
7am-3pm Monday-Friday
8-5 Monday through Thursday and 8-4:30 on Fridays
M-F, 8:15a – 4:00p
8-4:30 M-F
M-F 8-5PM SAT 9-1PM
We are open 7:30 a.m. to 4:00 p.m. We have a drop box also. Monday through Friday.
Our office hours are Monday-Friday, 8:30a.m to 4:30p.m.
Monday -Friday 8am-4:15pm

Please describe when DVS services are available at your location
Responses
M, T, T, F 8:00-Noon, 1:00-5:15 W 8:00-Noon, 1:00-7:30, Sat 8:30-11:30
M - F 8:00am - 4:00pm
M-F 8:00-4:30
M-F, 8:00am -4:30pm
M-F 8:00-4:30 Saturday 8:00-12:30
M-F 8:30-4:30
M-F 8AM-5PM
Monday through Friday 8:00AM - 4:00PM
M-F 8:30-4:30
8am-4pm
M-F 8:00am-4:30pm
M-F 8a-4p and every first Saturday of each month from 9a-11a
M-Th 7:30am -5:00pm F 7:30am - 1:00pm
M-F 9am-5pm
M-F 8:30 a-5:00 p Saturday 9;00a-12:00p-Seasonal
M-F 8:00am - 4:30pm closed for lunch 12:30-1:00pm
m-th 8-5 and Friday 8-12
M-F 8:00-4:30
M-F 9:00 am to 5:00pm
Tuesday through Friday 6:00am-4:00pm
M-TH 730am-430pm Friday 730am-12pm
8:30 to 4:30
8:3 am - 4:30 pm, M-F
M-F 8 am - 4:15 pm
9-5 Monday-Friday
M-F 7:30a - 4:30p
Services are 8:00a-4:00p

Please describe when DVS services are available at your location
Responses
Monday - Friday 8-4:30p.m.
M-F 8 to 3:30
M-F, 8:00 am - 4:30 pm
M-Thurs 7:00am-4:30pm, Friday 7:00am-11:00am
M - F 8:00 am -4:30 pm
All the services listed above are available at these times.
M-F, 8:00a - 4:30p
M-F 8am-4pm
M-D 8:00a-4:30p
M-F 8:00am - 4:00pm for all services M-F 4:00pm - 5:30pm for registration, titles, plates, disability, dup titles, DNR, F&G
M-F 8:00a-4:30p
Motor Vehicle M-F 8:30-4:30 Driver's License M-F 8:30-3:30
M-F 8a - 430p
We are able to contact DVS services via phone or email during their working business hours. DVS is unavailable to use from 4:30-5:15 and our working hours Saturday from 9:00 to noon. If the need for DVS arises during our working hours, the customer will have to wait until the following business day to be further assisted.
M-F 8am to 545pm
M-F 8:00 am to 4:30 pm
M - F, 8am-4pm
Monday 9am to 630 pm, Tues - Fri 9-5
M-F, 7:30 a.m. - 3:30 p.m new/renew DL and MV transfers M-F 7:30 a.m. - 4:30 p.m all other services
M- F 8:00 AM to 4:00 PM (last ticket) Processing to 4:30 PM
m-f 9-5
M/W/TH/F - 8:30AM - 5:00PM T - 8:30AM - 6PM
M-F 8a-4:30p
Lobby services: M-F 7:45am – 4:30pm Drive Thru services: M-F 8am-4:30pm Class D Written Exam services: T, W, Th 8am-3:30pm (cut off times apply for lunch)

Please describe when DVS services are available at your location
Responses
M-F 8a-5p.
M-F, 7:30-4
M-F 8am-4:30pm
Monday - Friday 8:00 to 4:00 These are the hours that the courthouse is open and where my office is located.
8AM-4:30PM
8:30 until 5:00 and we do not close for lunch
M-F 9-5
M-F 8:00a-4:00p
M-F 8-4
M-F 7:30am-5:00pm
Monday: 07:30 AM-04:30 PM Tuesday: 07:30 AM-06:00 PM Wednesday-Thursday: 07:30 AM-04:30 PM Friday: 07:30 AM-12:00 PM
Monday thru Friday 8AM - 4PM
M-F 8:00am - 4:00pm.
M-F 8am-4:30pm
M-F 8-4:30
8:00 am - 4:30 pm
M-F 8:00a - 4:30p
Our Business hours are Monday- Friday 7:30am - 4:00pm
M-F 9-5:30 Sat 9-1
Mon & Tuesday 8am-645pm (Driver's License) Wed-Fri 8am-430pm (Driver's License) Mon-Fri 8am-430pm (Motor Vehicle)
M-F 8 am - 4:30 pm; we are not closed over the lunch hour, REAL/EDL 8 am - 3:30 pm; IRP/IFTA by appointment only last appointment time is 2:30 pm. Our office is not open on weekends.
8:00 to 4:30
M-F 8am-5pm
M-F 8a-4p

Please describe when DVS services are available at your location
Responses
DL, (standard, real, and enhanced) motor vehicle renewals, transfers, lien releases, ect., disability placards, DNR renewals, transfers etc.., game and fish license. Take way to many questions from the local exam station.
M-F 8-5
#001 M-F 8am-5pm S 9am-1pm #131 M & F 8:30-5pm T-Th 8:30am-4:30pm #140 M-F 9am-5pm #160 M-F 8am-4pm
M-F, 8- 4pm
M-F, 8:00a – 4:30p
Monday - Friday 8:00 am - 4:15 pm
We are a Deputy Registrar and Limited DLA. We provide the full suite of Motor Vehicle service excluding IPR/Prorate. We provide limited DLA services such as replacement ID/DL and change of address.
We are open M-F 8:30a - 5p.
M-F, 8:00 am - 4:00 pm
M-F, 8- 4pm
M-F 8:00a-4:00p
M-F 8a-4:30pm Enhanced and Real ID Drivers Licenses and Out of State Titles only until 4:15p
8:30-4:40 M-F
Monday - Friday 7:30-5
Our hours of operation are M-F, 8:00am - 4:30pm and closed on the same holidays that the State follows.
Any and all services a full agent provides.
Monday-Thursday 8:00 a.m. - 4:15 p.m.; Friday 8:00 a.m. - 3:45 p.m.
m-f 830-430
8:30- 4:30 M-F
M-F 8:00a - 4:30p
Tues-Fri, 8:15 to 5:30
8:00 am to 4:00 pm
8:30am-4:30pm M-F

Please describe when DVS services are available at your location
Responses
Monday, Wednesday, Thursday and Friday 8:30a - 4:30p Tuesday 10:00a - 6:00p
M-F 8-4
8:00-4:00 M- F
M 830 a.m.-6:00 p.m. Tues-Fri 8:30 a.m.-4:30 p.m.
M-F 8a-4:30p; Permit testing 4:30p-6p M-Th
M & T 8-12 & 1-6:30 for DL and 8-4:30 for MV W-F 8-12 & 1-4:30 for DL and 8-4:30 for MV
M-F, 9a-5p
8 to 4
8:00 - 4:00 8:00 - 3:00 driver license /ID
M-F 9-5
8:30 - 4:30 m-f Driver license renewals/ new DL 8:30-4:00 m-f
Monday through Friday 9AM - 5PM

Question 9: Please describe how increased electronic (online) self-service offerings have impacted your service volume.

Answered: 158

Skipped: 6

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
I don't like online tab renewals-customers have to come in half the time anyway and then we have to issue for free; they're mad at US, and we have to use our paper, our toner, our time, etc. and get paid nothing in return. It's frustrating.
I don't like online tab renewals; that is the easiest of our transactions and they don't realize we need every filing fee we can get to keep the office open. Not to mention we have to issue a lot at no fee due to customer error and it's our paper, our toner, our time, etc. and no reimbursement.
I am against online tab renewal as that is the easiest and quickest of the transactions we do, and we need all the filing fees we can get to try and stay open. The costs of everything are ridiculous
We feel online services have significantly cut into our daily registration renewals.

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
Our location remains consistently busy each day. We really haven't noticed an effect of online offerings.
We've seen a decrease in customers coming into our office with tab renewals.
We have lost a significant amount of revenue as people have moved from coming in or using our mail service to renewing online. Furthermore, we lose revenue a second time when we have to issue tabs that were not received at no charge. These customers are also having a hard time understanding why they now need to pay an additional dollar for them to renew at our office.
Transaction volume down 8% since 2015
Transaction volume down 14% since 2015
A lot of customers are not receiving tab and then come in for not received @ no fee so they pump up our service volume. Offering too many services online because we are limited takes away a lot of our business.
This office is so busy with the OTC pilot, we really haven't noticed.
DECREASED
Not much. With a growing community are transactions are fine.
Definitely seeing more customers renewing online to save the $1
We have not seen much of an impact although we have only had the office here since May 2023.
We purchased the business in 2022 - we did not own it when the service was first made available, so I am not sure the impact it had. Quite often customers come into our office because registration stickers they ordered online were never delivered, we issue replacements which is a free service. This does take time and resources from our office.
answered earlier
We do know that many people utilize online offerings, however, the locals support a small-town business in Ely and we will often serve folks from out of the area that are looking for a speedy and pleasant DMV experience. It would be interesting to survey the local folks to see how many uses online offerings instead of coming in to the office.
10. Transaction volume down 12% since 2015
We have definitely been slower for in-office transactions but way more phone inquiries by people who are trying to "self-serve" eating up our time and no fees collected.
WE DON'T KNOW HOW CUSTOMERS FEEL ABOUT THE ONLINE SERVICES HOWEVER FOR EXAMPLE PEOPLE WHO RENEW VEHICLE SEEM TO NOT RECEIVE THEIR TABS AT ALL
Online services have increased the loss of local volume
We have seen an increase of customers needing duplicates do to not receiving them.
I a new at this location, it was closed for staffing hiring for a couple months, I am unsure how our volume has been impacted due to only being here since last week of May 2024.
haven't noticed any change

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
We can continue to lose business every year and our income is getting worse because the state is taking the transactions away.
Decrease in customers coming in to complete a transaction that we collect the fee, and an increase in customers coming in to have us fix failed online transactions. That we collect no fee.
They have gone down.
We perform more time & labor-intensive tasks (titles, corrections, prorate, etc.) and less of the simpler renewals. The work is harder & more stressful.
Our renewal numbers have decreased greatly- just today someone was in because they couldn't renew online and wondered what to do to be able to because she just didn't like driving in to get tabs when it was so much easier to do online :(
with the price difference, the state has taken a lot of customers away, when they don't get, we have to do free again.
Electronic self-service has reduced our gross Income dramatically and we have been burdened with the more difficult and time-consuming tasks. The less time-consuming tasks that were needed for survival are greatly reduced.
We are new into this line of business so we cannot tell how much impact the online service would have effect ours. However, we have many customers came to us to rebuy tabs because when they did online, they never received their tabs.
people come in to get tabs that they didn't receive, have to complete renewal as they didn't have insurance--have to clean up their messes.
It has cut our services by at least 25%
we have lost customers that have went to online but usually end up coming in to get their registration because they never receive it.
unknown to very little
less customers coming into the office unless they don't receive their tabs in the mail/ then we do the work for nothing
lowered our volume because people don't want to get out of the house and stand in line
Has not impacted our office as far we can see
n/a
It hasn't impacted us very much, if at all
I have not noticed a decrease in service volume. No way of truly knowing year to year who I'm losing and/or gaining to online services. I would look into getting a kiosk if I didn't have to ask the other closest office to me to sign a waiver to decline filing fees from the kiosk.
This has not affected our customer base.

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
loss of revenue when people buy their tabs online/ then we have to deal with people that did not receive them for free.
We are seeing less tab renewal traffic. We get a lot of no fee transactions and long form activity.
TAB REVENUE HAS CERTAINLY DECREASED BUT 2/3 SINCE BEFORE COVID- AND PEOPLE ARE NOW INPUTTING THEIR EMAIL TO RECIEVE NOTICES TO DO ONLINE OR MAIL-IN RENEWALS TO THE STATE. (AND THE KIOSKS?) DL IS STILL WHERE WE SEE THE MOST PEOPLE SO IF THIS WERE TO MOVE TO ONLINE TAB RENEWALS, WE WOULD ALL SEE A DRASTIC DECREASE IN VOLUMES.
I have not seen any reports on what the percentage of our zip code does online registration. Years ago, DVS would have a report that indicated the amount of online/mail-in renewals. We have 3 deputy registrars in our county. Sleepy Eye, New Ulm and Springfield. I believe they affect us some because I have had customers in that did not receive tabs in the mail.
We have seen a decrease in annual vehicle registration renewals since the online offerings have been implemented.
We have seen a dramatic decrease in the number of people coming into the office for renewals.
Online has people sending in and not receiving tabs and then come in and we have to give duplicate for free.
we have lost customers that have tried to do any titling or registration online. We also have customers that come in angry with us because they ordered their tabs online and do not receive them in the mail.
We have defiantly seen a decrease in the number of registration renewals that we process in our office.
We have seen a decline in renewals and incline in issuing duplicate at no cost.
Customer that has used the online service has ended up coming to our office for help.
VOLUME DOWN
noticeable decrease in foot traffic, more people coming in because they do not get their decals from the online/mail-in system, and we have to issue duplicates. We lose money on the initial sale and have to provide DVS a service for free in giving duplicate decals.
We are seeing way less in person renewals
LINES HAVE DECREASED
it has cut it down, but also has created more work for free as customers do this online and do not receive in the mail and have to issue them at a low rate with ink paper and my time
Decrease it a little
Personally, this is my first year as owner, I don't have proper insight on this subject. That said many folks come in asking for tabs they never received after buying online, which creates a zero-dollar transaction for my office. Some call asking directions on how to do online renewals
Tab renewals is a huge part of our daily business, by now offering online and kiosks it encourages people to no longer visit our office for these services.

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
It has greatly reduced the renewals done in person in the office
A lot. Less walk-in renewals. Have to correct mistakes customers make by using online self-service.
none
It has hurt us for walk in customers, but we have increased dealer work.
Online services have had a small impact on our service volume
loss of revenue. people don’t come into the office as much.
substantial decrease in tab renewals
Negatively
Renewals are steady - a handful of follow up no fee replacements for not received registration
we have lost a lot of Registration renewal due to the online services now offered as well as Mail-in to state to save the $1.00 in-office surcharge
It has impacted my office immensely, and the last increase where it is 1.00 more to do in my office versus sending to DVS is not helping at all
Online services have decreased in person transaction which has also decreased our revenue
We don't get many customers that have filled out the specific DL paperwork prior to coming into the office.
Having the $1 difference stated on a renewal has been very confusing for customers and many have stated they will mail it in to save the $1.
quicker processing time
Lower tab, registration numbers
They have had a negative effect on our office. While the longer transactions have stayed in our office, we need the quicker transactions back in our office, but more and more are going online.
decrease in tab renewals
The transition to mid-40 % of motor vehicle renewals has had a dramatic impact on our business. The renewals traditionally subsidized the longer more difficult title transfers and driver’s license transactions. Losing this portion of the business creates a scenario where each transaction needs to be capable of providing a return on overhead and staff time
Increased online services has decreased our revenue by taking a greater portion of the quick and easy transactions and leaving us the longer more complex transactions to process in-house. This reduces the number of customers we can help each day which reduces the number of filing fees we can collect.
Have seen a sharp decrease in the amount of vehicle registration renewals
Registration renewals seem to have decreased significantly; many people are renewing online.
Volume of pre-bills has been reduced by 1/3, no fee dup reg for tabs not received has doubled. Time is spent with no fee transactions that could be spent with transactions where we receive a fee.

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
Our registration renewals have decreased significantly.
It has cut our volume some. The younger generation utilize online service more than the older.
The ability to renew online has obviously hurt our business but also creates more work when the online system is cumbersome or not working properly for the customer, they think it is our program and do not understand we are privately owned
When people process their registration renewal online or by mail - and something goes wrong - not received, sent to the wrong address, damaged, etc. That falls on our business. We work for free, fixing many of the state's errors from day to day. Most of this relates to vehicle registration renewal in particular. There are many titling errors that we work to fix too. Often times, these customers want these fixes down for free because "it isn't their fault" when in reality, it isn't ours either.
The number of walk-in MV renewals has dropped significantly as the number of online renewals has climbed.
We have heard from customers who do not receive their tabs after mailing or submitting online; we are then out the filing fees, and have to issue them as never received (time taken away from customers who choose to come in in person)
Revenue taken away - Easy transactions, less time but easy revenue, leaving complex transactions which are time consuming and not enough compensation. Errors made, and deputy needed to fix them, clearing files and no compensation.
The state is our biggest competition, the more they do online the less income deputies make. DVS is our regulator they should not be our competition. Take DVS out of the business and let the deputies handle everything. We need to be compensated monetarily for the decrease in transactions DVS takes away from the deputies.
Less tab renewals in our office Less filing fees for our office
I think the online services are a positive solution for renewing tabs, however I do think that if not used properly this has increase the services at no fee for deputy office thought the State.
it takes the easy transaction
SINCE COVID, MORE TAB RENEWALS DONE ONLINE. THOSE ARE EASY, FAST TRANSACTIONS THAT BROUGHT IN REVENUE. NOW THAT IS LACKING. OUR TRANSACTIONS ARE THE LONG, MORE TIME-CONSUMING TRANSACTIONS (DL UPGRADES/DOWNGRADES, TITLE TRANSFERS, ISSUES) THAT TAKE LONGER WITH LOWER REVENUES. IN ADDITION, CUSTOMERS ORDER TABS ONLINE, THEN COME INTO OUR OFFICE TO RECEIVE NO FEE DUPLICATES WITHIN 60 DAYS IF THERE IS AN ISSUE WITH ADDRESS, ETC. THIS NEGATIVELY IMPACTS REVENUES AS WELL.
We get a lot of calls to our office about online scheduling of appointments and limited availability! But in regard to online tab renewal, I think we have seen less in person transactions as a result.
Substantial increase in no fee transactions Substantial reduction in the "quick" transactions like tab renewals

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
Substantial increase in customer phone calls inquiring about DVS online services and asking for help over the phone navigating the DVS website An increase in the general public's negative perspective of actual DMV offices when DVS online services do not meet their expectations. This poor reflection is then handed down to the public/private office to "fix" the issue and then we are forced to handle a difficult customer interaction and most likely will receive a harsh online review about the "poor service" they received. These interactions are personally draining, time consuming, and usually we collect ZERO dollars to fix the issue.
It has taken away a lot of business. The online tab renewals is killing us, then we have to give customers duplicates when they don't receive at no fee.
Our foot traffic has decreased over the last 5 years
unknown.
Because of that we do a lot of fixing mistakes when the customer doesn't give the state all the information needed it takes more of our time even if we get the credit at the end of the month it still takes up time.
I only make money when making transactions. Offering a discount when People do vehicle renews by mail is hurting my office. People constantly make comments about it.
We lost a significant amount of registration renewals. The renewals are our offices main source of income.
It makes us have to correct errors that are caused by people renewing online and not receiving their registration. We do not get paid to do these corrections
Greatly
Less people coming in to pay, more people coming in with problems with transactions they've completed online.
Our office had a slight increase in tab renewals from 2022 to 2023 because a local DR office closed, and we think we saw some of those customers. But the number of tab transactions from 2023 to 2024 are trending down. Customers typically do not do any of the other online services offered, they still come to us to complete transactions we cannot charge a fee for that they could do themselves, upload medical certs, upload requested documents, etc. Those transactions take time, and no compensation is given to DR. If they use the online system for example to buy tabs and they are not received the customer come to office and we have to process that at no fee in most cases. Also, when they order a personalized plate online and registration for vehicle runs out before plates is mailed to customer we complete a NO FEE transaction in-office to issue a permit. If the amount of no fee transactions completed in-office continue this will have a negative effect on the viability of the success of the office.
Loss of revenue as they are ordering online instead of in-office.
60% reduction in Motor Vehicle transactions
I do not notice a change in our service volume since the increase of self-service offerings.
We have lost volume from increased online services
We don't have many people do it.

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
Not sure how many people order their stuff online, but it is a huge pain when they don't send insurance, they come in and then I have to charge them the extra dollar when I give them their stickers, they get upset. They come to us with issues, but they took us out of the equation when they did it all through the state and then I have to help them for free or minimal cost.
Customers continue to utilize our office for services that are also available online. Customers contact our office when issues arise from online or mail-in services (i.e., registration stickers or plates not received).
The only thing we have noticed is that we have had a number of frustrated customers that have done things online only to receive a letter stating that they need to come into an office with certain documents like insurance information.
A lot of tabs have gone online leaving us with the lengthy transactions.
Our tab renewal business is down approximately 50% since the implementation of online renewal + the effects of Covid.
Many people use the mail-in and on-line service which has cut drastically into the amount of revenue that would be taken in by a deputy. We are thankful to the people that still use the deputy registrar office. Since Covid this has only gotten worse and the one-time reimbursement from the State hasn't really helped as this was a band aid for that particular time frame.
These have decreased our numbers. However, we have to answer when a customer doesn't receive their stickers or we have to use our time and supplies to replace their stickers when they did them on-line and did not receive them.
With the increase of online services our front counter traffic has been cut in half.
We have definitely noticed a decrease in the volume of customers. We are doing everything we can to encourage customers to come here rather than use online services.
decreased
They have had a negative impact. Less transactions have been coming in for certain things such as tab renewals and duplicate or different special plates.
60% reduction in Motor Vehicle transactions
unsure; local customers do like to visit the LC
We do more "clean up" - customers do something online and then there's an issue and we help them resolve
We have lost a substantial amount of tab renewal transactions. So much so that we had previously operated a tab renewal express line but have since stopped due to the low numbers of tab renewals that a performed in-office.
With the decrease in registration renewals and more transactions being available online I decided to become a full-service location. I made this decision in hopes of offsetting the loss of revenue due to more transactions going online. I'm trying to create a sustainable business for the citizens of Austin. I need to be around for the people that don't like going online, and for my employees who count on me to provide them a job.
60 % reduction in Motor Vehicle transactions

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
We have seen a slight decrease in transactions since the online self-service has started.
It seems we do the more difficult transactions now. The lengthy driver's license process. A private office (1.3 miles away) does the bulk of tab renewals, but I am confident we are down 40% in tab renewals.
We have no way of knowing how many of our customers do online transactions, but it would be interesting to know. I feel like they keep pushing for more online services now and are swaying the customers in that direction, which hurts our offices, especially with losing our filing fee and no fee sharing.
It has cut into the profit of our private business. As well as causing a bottleneck in our office when customers do not receive what they have paid online for. Or have received defective items in the mail. Then it requires us to fix the issue at no charge. Essentially us doing the work for nothing.
We have not noticed any major impact to our service volume
Has taken away a large portion of our business & revenues
We have lost many vehicle registration renewals to online ordering.
It's really hurting our office and we have certainly been feeling it but than we are good enough when they don't receive their tabs in the mail for us to help them.
It has decreased how much business we have in-house, thus reducing our revenue. Unable to say how much exactly.
Customers mail them in or do online and then don't receive them and come in for us to help them. We noticed a big drop of renewals after covid.
Online self-service has had a minimal impact on this office.
they have decreased the volume of quick and typically easy transactions as well as the revenue generated by them. But staffing needs have increased due to other transactions taking more time to complete and needing to resolve issues when customers come in to resolve on-line issues, which typically take much longer than if we had processed the original transaction in-house.
We see more of the complicated transactions and less of the simple ones such as a plain tab renewal. We still get a lot of tab renewals but there has been an increase in more complex transitions.
We have seen a decline in renewals.
In future I could see the decrease in who walks in as many customers are annoyed its $1.00 more to come in person on their renewal's vs mailing them in.
It has impacted our revenue moderately. Our community has many older folks who prefer to come in and get tabs etc...
1% drop in renewals in-office because of the $1 savings online.
I haven't noticed a difference.
We have seen a steady decline in reg renewals at our office over the past 4 years especially since the covid shutdown.
Since covid. Lots of people are doing there tabs online and when not getting them. They come to us for help

Please describe how increased electronic (online) self-service offerings have impacted your service volume
Responses
very much so
Our total registration renewals have gone down over the years
the experience isn't always positive for the customer AND then we have to fix the issue. Also, we encourage in person transactions for obvious human reasons - and $$ stay in county
NA

Question 10: Please describe how MNDRIVE is supporting or inhibiting your ability to provide services.

Answered: 144

Skipped: 20

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
MNDRIVE is far better than MNLARS but the data entry really slows us down. I realize not always MN fault, but it goes down a lot and that's not fair. It's down as I'm doing this survey and that's money lost for our office.
MNDRIVE is better than MNLARS by far, but all the data entry slows our lines and customers think it’s our fault. It goes down a lot and not always MN fault but does cause issues when it does.
All the data entry slows our lines, and the customers have no idea how much we have to do to get to the end result, even with a simple tab renewal but it is much better than MNLARS
MNDRIVE is a very manageable system. We do struggle to find help topics at times though.
Compared to MNLARS, staff are very happy with MNDRIVE.
MNDRIVE is supporting our ability to provide services by being available to carry out calls/emails. MNDRIVE is inhibiting us to provide services, such as transactions, with the way they are always changing things.
The help section is useful, but it takes time finding the information you are after, especially if you are not using the same key words to search.
As MNDRIVE continues to identify efficiencies, this often requires additional training or documentation to process transactions. Consequently, this leads to longer transaction times, affecting the number of transactions we can complete in our offices.
As MNDRIVE continues to identify efficiencies, this often requires additional training or documentation to process transactions. Consequently, this leads to longer transaction times, affecting the number of transactions we can complete in our offices.
There is always room for improvements-with that said when things do not work for a customer transaction it takes a lot of time from our service counter to contact the state

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
Compared to MNLars, we are very happy with MNDrive. The system is easy to use, and staff do not complain about it.
THE MONTHLY TRAINING IS VERY GOOD.
Very user friendly.
Losing money due to the $1 discount to mail-in
MNDRIVE works well. As with everything there are quirks that can frustrate like having to continually log in throughout the day, getting booted out in the middle of a transaction, not knowing all the abbreviations used. Simple registration renewal is easy but would be more efficient with a few less clicks.
We feel that the system works well. We are still learning to navigate through and search for information after the recent updates.
answered earlier
The software is user friendly, and the trainings have been helpful. It would be nice to have additional training modules added to the learning, especially procedures we aren't as familiar with or make mistakes.
As MNDRIVE continues to identify efficiencies, this often requires additional training or documentation to process transactions. Consequently, this leads to longer transaction times, affecting the number of transactions we can complete in our offices.
MNDRIVE could have a better workflow to it but overall is adequate for providing services
WE ARE DOING MUCH MORE WORK ON OUR END AND USING MORE PAPER WHICH COSTS MORE
We need to have official bulletins on procedural/statutory changes that relate to DVS so we can provide accurate service the first time.
MNDrive is a pretty easy system to use, But MNCore 21 is more difficult to use not as user friendly.
MNDRIVE is very supportive and an intuitive system. It helps us provide services.
N/A
We have no complaints about MNDRIVE.
Overall MNDrive works well and is user friendly, but the help manger section isn't as user friendly.
MNDrive is a great system so we can provide quick and accurate services to customers.
I feel the liaisons do a good job of explaining when we have questions or helping us find the info we need.
We are not allowed to offer online renewals. In this day and age, not being able to offer online services will be detrimental to our business.
MNDRIVE has been bad for us. Now we are entering data that was previously inputted by DVS. It takes a great deal of time and screen switching to complete even the simplest tasks.

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
As of now it is helpful.
Inhibits our services when a portion of the system is down.
offering a lower price to customers to mail-in or due online does not help us.
MNDRIVE program is good.
System works great/ we all love the MNDRIVE system
MNDRIVE is good. I am very happy to have all transactions with in one system.
MNDRIVE allows us to easily help customers and if there is a problem. resources to help resolve the issue
MNDRIVE is fairly easy to navigate and very rarely causes issues with our services
Defiantly is not inhibiting our ability
I have no issues with MNDrive other than the fact that I'm having right hand/joint issues due to the extraordinarily excessive amount of clicking it takes to navigate.
I believe because MNDRIVE only allows you to complete the process with the correct information, the human error has been decreased.
The help manager should be revised on walk through on how to complete certain transactions. Mndrive does have good qualities too.
PRE-APPS FOR BOTH DL AND MV HAVE BECOME GREATLY APPRECIATED. IT ALLOWS US TO WORK AT FASTER SPEEDS> HOWEVER IT IS MUCH EASIER WITH DEALER WORK TO OVERLOOK INFORMATION.
MNDRIVE at our office works. Comparing to MNLARS it is to me a 100 percent improvement. For those that purchase everything online, that takes away from the deputy offices. MNDRIVE makes it easier for our customers to purchase online also.
MNDRIVE requires our office to do more of the data entry for a given transaction that slows down our ability to assist more customers.
It helps to get titles to customer sooner which they really appreciate. They just wish that more money would go to the Deputy office not to state.
MNDRIVE has be a great addition to our office for providing a smooth operation during each transaction in our office.
I think as a whole MNDrive is better than what we had before. As long as we keep enhancing and "teaching" the system to help us we will be able to continue to help our customers.
Supporting us and are customer by supplying quick and easy way of processing
SEEMS TO BE WORKING TO PROVIDE THE SERVICES TO OUR CUSTOMERS
MNdrive is wonderful. Much better improvement from the past systems. We are able to handle everything we need for the most part. Occasional issues that need assistance or a work around but overall great system.

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
MNDRIVE has helped our deputies be able to provide way better services to customers - more information is available to us instead of having to contact the state for assistance
SEEMS TO WORK WELL.
Lot of clicking around takes up time and updates with no notification
It is a much better system than the past ones
I'm not sure how I would do my job efficiently without MNDRIVE
MNDRIVE, I will say is much more user friendly than MNLARS ever was. It is faster than any previous system.
MNDRIVE has over all been pretty good to work with. I would like to see more things on 1 screen so we could toggle through the renewals quickly
We are not able to make easy corrections.
system works well for our office set up
its quicker and more efficient
MNDRIVE is supporting our ability as we have more options to help the customer
It has made things so much easier to process with less errors.
we wish online tab renewals was not an option unless out of state or deputies got a portion of the filing fee-based on residency of customer
Slows down all aspects of completion for transfers and renewals
MNDrive is okay; tie-ins to AAMVA, ODOS, etc, sometimes leave us dead in the water
MNDRIVE is working well for us in our office
MNDRIVE has increased the support offices need in providing prepopulated documents and increased efficiency
We have several calls a day regarding scheduling tests which we do not administer. We provide them with the website.
where your license is very helpful for clients
100% supporting us.
MNDRIVE has been one of the best systems to work with. If we have an issue, it's always a quick fix. It is also very helpful for training new staff.
MNDRIVE could be more robust as a standalone. There are situations where it can be down for a period of time, and this can create clear cut challenges as we are unable to assist citizens during these times. Additionally, MNDRIVE as an internet-based system is cross connected with other systems operated by other entities. These systems can also suffer from a certain lack of robust capacity such that they are down at times. This again leads to an inability to complete tasks and creates challenges explaining the situation to Minnesota Citizens.

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
MNDrive is supporting our ability to provide services by updating information in real-time and by "coaching" a user through a transaction. It is also inhibiting our ability to provide services by increasing the length of time it takes to enter data and scan documents on the front end - which were steps that used to be done by DVS on the back end.
MNDRIVE is working well, but per the states other survey-much of the work has been pushed to the front line. All data is now entered on the frontline resulting in longer customer interactions.
MNDRIVE has been a wonderful upgrade from the previous MNLARS system. Very user friendly.
The system works well, and IT is responsive to upgrades and "fixes" There is a lot of clicking to complete a task, but as long as the service requested can be completed, we can work with the clicks
MNDRIVE has been a wonderful upgrade from the previous MNLARS system. Very user friendly and easy for new employees to learn. The in-system learning has been a great tool.
MNDrive works well when it is working well
MNDRIVE takes the brains out of the services we provide. It doesn't TEACH people WHY they are doing what they are doing. It is a series of yes or no questions, fill-in the blank... Correctly issued documents falls on US. WE have to provide the best documentation possible for title issuances.
The ability to research problems a customer may have with a vehicle or transaction is excellent. We spend a lot of time on the phone with people trying to resolve their issues with the online system or state delivered services. Those people often are not local and do not come in the office. If they do, often their situation is one we can resolve, but there is not an associated filing fee, so we are spending a lot of time and not getting paid for it.
Being able to get through to our regional liaison (Cassie Booker) is wonderful and very helpful. Also, the Time with training webex is very informative.
MNDRIVE works well, sometimes things break and takes a long time to get fixed.
MNDRIVE is great compared to MNLARS. we have no issues with MNDRIVE. often the federal systems go down so you are not able to complete tasks, like aamva, nmvtis, social security, would be great if they were more reliable systems to help us do our job. Having the prefilled-out forms is wonderful.
MNDRIVE is a supporting our office to provide services, however the resent communication when the system is not in full production it causes wait time increases and sometimes, we are unsure if we should stop business or continue.
WHILE WE DO MORE WORK THAN PREVIOUSLY (AS COMPARED TO ESUPPORT), HENCE TRANSACTIONS TAKE LONGER, MNDRIVE IS AN EXCELLENT SYSTEM. IT PROVIDES CHECKS AND BALANCES. EASIER FOR NEW EMPLOYEES TO LEARN.
MNDRIVE is easier to use the MNLARS! We like it here.
Overall, MNDRIVE has been a great program to use. Most of the problems we have with MNDRIVE are needing assistance from DVS to complete a transaction. We often have long wait times on the phone in order to receive overrides or move funds.

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
The financial reporting could be better. Reversing transactions would be better if there was an edit option versus a full reversal.
As minimal as they can (not enough staff) - most everything is - look at the help topic.
MNDRIVE is a good program. There's very little we can't with MNDRIVE.
prefilled forms are very helpful and time saving. Uploading documents to a customer record is much more efficient than mailing.
The new Core21 is NOT user friendly and hinders us
the core 21 update made processing a transaction longer and harder to find the information that we need to help our customers. It is time consuming and confusing to find the information that we need to help the customers. A lot of extra clicking of buttons. Before core 21 it was easier, everything was on one screen, and we could see everything together.
We are able to provide accurate information since we can correct and or change entries to cut down on errors that would otherwise make it to the state office to be corrected and slow the process for the customer
It is a pretty user-friendly program.
inhibiting when it is not working like today. supporting my work by running smoothly.
MNDRIVE is a good system, though there are many “clicks” to get to where you need to go. Each transaction takes time and movement within the system, but it provides a lot of information. On the other hand, lack of and delayed communications from DVS about changes to the system create extra time spend by DR’s trying to figure something out.
40% of the workload was shifted from DVS to us as Deputy Registrars. Shift of responsibility requiring us to finalize and approve transactions. Historically it was only our responsibility to review and file paperwork. The system is more user friendly than the prior system.
MNDRIVE supports my office's ability to provide services. MNDRIVE provides helpful resources, allows my office to provide efficient service.
MNDRIVE is helping us provide better service to customers
Supporting by being user friendly
We do not like the 360 and the help topic is so hard maneuver. Help topic needs to be more thorough as to the steps we take to get the transaction processed. Do like to have access to more Information to help the customer at the counter versus calling in or having them call in because we don't have the answer.
MNDRIVE works well for processing service transactions with very little down time. Help topics are sometimes difficult to find.
MNDRIVE is a huge improvement to MNLARS but when it does go down it is frustrating for our customers
MNDRIVE is supporting and is very user friendly

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
It is supporting us in its dependability and uptime (esp. as compared to MNLARS.) It is inhibiting as it is not simple to use, can be very complicated and time consuming to perform transactions.
MNDRIVE has taken away revenue from deputy registrars as more people are doing on-line transactions and more on-line services are being added all the time. The public is very frustrated with the procedure of how to make driver license appointments, the list of documents needed to do an upgraded driver's license. We are doing so many more corrections or free transactions to get the customers what they need.,
MNDRIVE is better thank MNLARS was and an improvement over ESUPPORT. I would say MNDRIVE is geared more toward customer facing interactions but sometimes DVS will make changes that helps them but then makes our job facing the customer more difficult. Example being when you click for an override by the state you have to call in for them to override rather than just responding to the system.
MNdrive supports: Allowing for EVTR, eService and preapps are helpful supports to mitigate the increase in data entry. System in general works well MNdrive inhibits: Our capability to do work as quickly as we used to therefore decreasing our profit margin while all other costs have continued to increase. Over 40% of the work that DVS used to do for data entry is now at the DRs. Also, system verifications (Nmvitis, SSOLV) go down it shuts our work down until resolved.
We are able to process customers faster and more accurately.
MNDRIVE has been a huge improvement in providing customer service
MNDrive helps guide us through transactions through required fields needing to be filled out.
40% of the workload was shifted from DVS to us as Deputy Registrars. Shift of responsibility requiring us to finalize and approve transactions. Historically it was only our responsibility to review and file paperwork. The system is more user friendly than the prior system.
MNDRIVE help guides are beneficial to team
More and more services are being added. It can be difficult to keep up. The Help Topics in MNDrive can be helpful, but not always updated.
MNDRIVE itself is supporting our ability to offer services as we are able to perform transactions in the system with ease. The ability to perform additional transactions online, which MNDRIVE unlocks for DVS is hindering our revenue, however.
MNDRIVE is a good system, but it takes a while to do all the data entry (which is a good thing) but then when the easy transactions go online we aren't getting subsidized for these longer transactions. The renewals have always been a way to subsidize these longer transactions that have been pushed to us to do at the counter. Which I think we should be doing.
40 % of the workload was shifted from DVS to us as Deputy Registrars. Shift of responsibility requiring us to finalize and approve transactions. Historically it was only our responsibility to review and file paperwork. The system is more user friendly than the prior system.

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
40% of the workload was shifted from DVS to us as Deputy Registrars. Shift of responsibility requiring us to finalize and approve transactions. Historically it was only our responsibility to review and file paperwork. The system is more user friendly than the prior system.
40% of workload and time was shifted from DVS to us as deputy registrars. Shift of responsibility requiring us to finalize and approve transactions. Historically it was only our responsibility to review and file the paperwork. MNDrive is more user friendly than the prior system.
The help section in MNDRIVE is very hard for staff to pull up what they are looking for if they don't put in exact wording. It would be helpful if that was more user friendly.
MnDrive is supporting our services. We have more than satisfied.
We feel that MNDRIVE has been working well and hasn't inhibited any of our services to our customers.
MNDRIVE is doing a sufficient job of allowing us to provide services.
MNDRIVE is a much better improvement to MNLARS and is great at pre-filling some forms for us and also calculating fees for transactions. Sometimes questions can't be answered without being in a transaction, such as what will my registration cost or what will this title transfer cost. The new update is also harder to navigate and requires a lot more clicks to get to the same page as before.
MNDRIVE system works well but is extremely convoluted & difficult to train as it is not user friendly nor intuitive
MNDRIVE has been a good working system that is fairly easy to navigate.
MNDRIVE has been a great addition to how we do business catching mistakes is huge. And to be able to see scanned items and extra information to help our customers has been so helpful
NA
All applications are more time consuming as we are doing all the data entry. So, more time if one customer. Taking insurance again is time also. On the renewals, the $1.00 difference between State and our office has been an issue. Customers don't understand. Putting envelopes in customers registration to use for the State effects our customer numbers also.
MNDRIVE greatly supports our ability to service the public with DVS.
While you cannot argue the benefits MNDRIVE has created in improving many areas of service delivery, it does come with considerable cost. Equipment and supply costs increased dramatically. Costs to hire and retained qualified staff to ensure proper job skills and service delivery have also increased significantly. We've needed to expand offices, hire additional employees and purchase a queuing system to manage customer expectations and improve customer wait time experience.
MNDRIVE walks you through most of the transactions pretty well. Help topics have improved a lot but could still use more detail.
the MNDRIVE system seems to work fairly well
love MNDRIVE over MNLARS

Please describe how MNDRIVE is supporting or inhibiting your ability to provide services
Responses
MNDRIVE has been great overall, although the new layout is cumbersome.
MNDRIVE has been very user friendly. Don't really like the Core 21 update which made searches more difficult and locating print delay/task details.
MNDRIVE is a major improvement over MNLARS!
MNDRIVE is very well built and has helped us increase speed and accuracy especially since the MNLARS disaster. With the hard stops it helps out new employees also to make sure they are collecting the correct information and not missing items.
when helping someone with dwi question and helping them get there dl back
MNDRIVE is great when it is working, the only issue is when the internet goes down, we cannot do any services. It really irritates people that we can't even do tabs when this happens.
good phone support when needed. good training
MNDRIVE is wonderful and works much better then MNLARS

Question 11: Please describe how your interactions with DVS could improve, if at all.

Answered: 145

Skipped: 19

Please describe how your interactions with DVS could improve, if at all
Responses
Our DVS liaison is amazing! Our DL DPS Liaison is meh at best.
We have an amazing DVS Liaison that treats us like we're human. Our DPS DL Liaison could improve. He is pretty much MIA and if he does show up, he treats us like children sadly.
We very rarely call DPS/DVS as it is too hard to connect on the phone. We get better response through email though that too can take time for an answer and often have to have customers return at a later day/time.
Phone availability. When staff have to call DVS with questions, most of the time there is a customer standing in front of the staff waiting for an answer. When we're consistently put on hold, waiting for help, this causes frustration to the customer. Often times resulting in a poor experience from their point of view that we have to deal with.
Our interactions with DPS/DVS, I believe is decent. Although sometimes it would be nice if they could get back to us a little sooner than they are currently.
Most of the time DPS/DVS staff are pleasant. Especially when short staffed, or very busy it is hard to use the hierarchy of having the supervisor reach out to DVS, DPS instead of staff. This format can also hinder learning or sharing of information, depending on the supervisor/manager.
To enhance efficiency and support, DVS could establish a direct phone line to liaisons and utilize Teams chat for quick communication. Additionally, DRs and DLAs could benefit from an AI chat tool

Please describe how your interactions with DVS could improve, if at all
Responses
that provides detailed customer information not available on the public line. Currently, reaching out to regional supervisors—who are already managing their own offices—can hinder efficient Q&A, especially when navigating new or complex customer transactions.
To enhance efficiency and support, DVS could establish a direct phone line to liaisons and utilize Teams chat for quick communication. Additionally, DRs and DLAs could benefit from an AI chat tool that provides detailed customer information not available on the public line. Currently, reaching out to regional supervisors—who are already managing their own offices—can hinder efficient Q&A, especially when navigating new or complex customer transactions.
If we could have a direct line to liaisons to call right away that could improve communication
Having more DVS employees answering the phones would help a lot. When we have customers in front of us, waiting for an answer, it's hard when we're on hold for long periods of time.
PRETTY GOOD.
Staff is very helpful already.
My only suggestion would be for support to remember what is second nature to them, takes a little more patience for new DR offices.
answered earlier
Our interactions have been very pleasant. The DVS team is friendly and helpful when we contact them for any questions/concerns/needs as we are all fairly new to the business (especially [name] and [name]).
To enhance efficiency and support, DVS could establish a direct phone line to liaisons and utilize Teams chat for quick communication. Additionally, DRs and DLAs could benefit from an AI chat tool that provides detailed customer information not available on the public line. Currently, reaching out to regional supervisors—who are already managing their own offices—can hinder efficient Q&A, especially when navigating new or complex customer transactions.
It would be nice to have e-mails incorporated into MNDRIVE messages rather than getting lost in personal e-mail
WE DON'T CONTACT UNLESS WE REALLY NEED TO, OTHERWISE WE DON'T INTERACT OFTEN
Interactions are good.
Phone service and friendly conversation if we do call.
I understand the help line receives a large volume of calls, sometimes being able to reach a live person to ask questions can be difficult.
seems pretty good
We have always had a good relationship with DPS/DVS since 1996.
Better phone service for DR locations, and customers whom are insistent on calling DVS
Interactions go well.

Please describe how your interactions with DVS could improve, if at all
Responses
response times can be slow at times.
They could be a partner instead of being our competition- "just mail it in or do it online" is their favorite saying. And, I was told "There are plenty of renewals to go around." That may be true in the Metro, but out here in our town of 550, we need every single one we can get.
they could be there to help, not be you need to look here, then here. don't be critical but help. Let us know sooner when there is changes not just at training.
Because we are new, it would be beneficial to us to receive an organizational structure DPS/DVS 101. A lot of people, even those offices that have been around for a while are still confused about the differences of the two. All we can say at this time is that we have not had any problems. Everyone is great and helps educate our new office on knowledge that we are unsure of, which gives us the opportunity to relay as much as we can back to our customers.
just have all involved know the same answer and procedure
Hire more staff at the State level.
none
Sometimes told we should not be calling in with questions but if a customer is at the counter we need an answer so we call.
very helpful if we need to call/ or email
Better communication with training
Our interactions have been great. When we do have to call, we have gotten a great response. Email response has also been very great.
Our offices recent experiences with having to contact DPS/DVS has been a little tense lately. We feel that the person(s) at the State of MN reply with rudeness when we call for questions.
Everyone we have been in contact with have been very pleasant and helpful!
I would only say that sometimes communications could be quicker coming out when some sort of service or system is not working. I do realize they don't want to jump the gun if something is only being reported by a few offices but it often seems delayed.
Communication-we receive different answers for the same question because it is a different person each time. Process Manuals-don't have to call as often and requirements/rules are in writing.
They really need to be accountable for the public. Answer the phones.
THE LIAISONS FOR MV ARE EXTREMELY HELPFUL WHEN WE CALL > AND THEY RESPOND QUICKLY TO INQUIRIES VIA EMAIL. THE DL SIDE THOUGH IS ABSOLUTELY ABSURD. WE NEED BETTER ASSISTANCE WITH DL LIAISONS. OFTEN TIMES IT IS DIFFICULT TO GET A PERSON ON THE PHONE OR WHEN EMAILING IT CAN TAKE A DAY OR TWO TO GET RESPONSES. IT'S MUCH MORE IMPORTANT TO GET SOMEONE SAME DAY FOR DL THEN MV SINCE MOST CUSTOMERS ARE DRIVING AWAY WAITING FOR RESPONSES.
I have had reduced wait times which is a plus on calls. E-mails to liaisons seem to have improved response time as well.

Please describe how your interactions with DVS could improve, if at all
Responses
We haven't been having issues with our interactions with DPS/DVS.
I don't have much issues.
Communication between DPS/DVS is very minimal other than the monthly trainings which are hard to attend as you have customers standing in front of you that you have to help while listening to the trainings so you only get about half the information. We use to receive monthly if not weekly written updates that could be saved to searched again if needed.
None - support is usually very quick with all circumstances
I would be helpful if we could somehow have a way to do a teams chat to get assistance, or somehow set this up with our regional office. Calling in to the state my last resort. Emailing is fine when I do not have a customer waiting in front of me. I would appreciate not having the staff "skolding" when we email in a request and telling us to check x, y, and z before we email. Emailing is done after we look into the issues to the best of our ability into records and we are reaching out at that point because we don't the answer or solution.
ONLINE CHAT FEATURE VIA COMPUTER INSTEAD OF CUSTOMER HEARING US ON THE PHONE OR EMAIL IS TO SLOW
Interactions seem to work just fine. We only call if customer is in front of us and it is important. all others are via email.
Have a dedicated line that customers can call for examiners
N/A
PIC needs more attention telling customers wrong information.
response times and every once in a while, we get a not so friendly person to speak with at DVS when we are trying to deal with a customer transaction.
More uniform information provided on transaction processes - Time With Training has been GREAT for that!
We have very good interactions with DVS. I will say that every once in awhile when a call rolls over to PIC I am very leery of the responses I get as some of them I know have been completely wrong.
I would like to have the communications from DVW in the MNDRIVE program.
Make procedure availability and shortcuts and office reports easier to find so we can use it correctly.
at this time we reach out to liaison line often for assistance. That is working fine.
It's great. Deal mostly through liaisons emails
Shorter wait times when calling liaisons for help when a customer is at the counter and needs help that we can’t provide without liaisons
Its good.
none
Happy with support system

Please describe how your interactions with DVS could improve, if at all
Responses
Friendly staff some are VERY RUDE when we talk to them
have the same filing fee and keep envelopes at state, not for DVS to push online and doing it by mail, going to kill us private offices
Friendly interactions with DSCO staff would be appreciated instead of making staff feel like they shouldn't have reached out for help
Thankfully I have a contact in another location that can help when needed. I've email DPS several times without getting any response at all.
Having a public line to the Exam station. 70% of the phone calls we receive are directed to the DVS. We do not have the answers for the customer. More available testing times
The list of required documents could be in alphabetical order for quicker service.
Better support from liaisons.
Quicker communication when things go down (I feel it has gotten better) and also start looking at some revenue sharing ideas as they need us just as much we need them.
answer phones promptly when staff need assistance
The MNDRIVE system and its co-dependent systems could be more robust. Interactions with staff and business liaisons are excellent. It is a very important need to have individuals assigned to help Deputy Registrars assist the more challenging and difficult citizen interactions. This has been understaffed at various times in the past.
Better staffing of the PIC line: available during business hours (no more "blackout" times when the phones are not being answered); more knowledgeable/experienced staff; and operators that have a better understanding of deputy registrar's business processes and experience working with a customer in front of them
Positive interactions with front line DPS/DVS staff when calling in. Communication could be better with management.
If local State office had a public phone line for local residents to call. We take tons of calls from the public in regards to services at the state exam office.
I do not have any complaints with help from the Liaisons. They answer emails in a timely manner, phone calls can be problematic if help with a transaction or an answer is needed immediately. PIC should not help with liaison calls, I feel they are not "experienced" or have the knowledge to help deputy registrars
It would be wonderful if the state exam offices could answer phones. We have people call our office with specific questions that pertain to the local exam office. Flat tire and will be late to their scheduled exam, etc.
Our Liaison's are great! Monthly Trainings are wonderful! Staffing at the State level could increase with the phone and email - the little staff that is there is getting overworked.
Liaisons are very responsive and helpful for us

Please describe how your interactions with DVS could improve, if at all
Responses
Honestly, their go to answer is "just call Todd." THEY are not being held accountable for their knowledge and expansion for HELPING the deputy. Todd is a wealth of knowledge, a benefit to the state... but DVS/DPS liaisons are hired and paid to be a tool, a resource for deputies. They are often VERY helpful, and there are several who are VERY KNOWLEDGEABLE in what they do. But when something beyond the normal day to day issues arise, there is often little support.
Stop being our competitor. Be the regulator and supporter of the offices in the field.
Better communication (ex: emails in a timely manner - like when we are down); better phone etiquette (we are trying our best to help a customer right in front of us and then you are made to feel that you should know the answer when you reach out on the phone for help)
DVS is our regulator, and they do what they can to provide us the tools we need to do our job but feel compensation to keep our deputies viable is not fair. In our previous IER it showed we have more work but no more compensation. Communication is huge and feel there are times when we discover something changed or broke before we are notified.
The communication from the top is TERRIBLE. they don't communicate what is going on. Each week they do a system update on Wednesdays. Thursday am we are often have comments like oh that's new or what is happening in the computer, as things change and we are not notified. we are supposed to get a weekly bulletin, it certainly doesn't come weekly. You can email staff and good luck getting a response. The say they will look into things and it takes months and many reminders to get answers and issues solved. We are supposed to be partners, DVS and Deputies, the current administration does not treat us like partners. One positive point is Training with Todd, he does monthly training and that is amazing.
Wait times for help. Not always available to us right away with customer at our counter
I think improving on communication when system is out needs to be more clear and quicker even an indicator would be helpful in MNDRIVE also with support staff. Same communications between liaisons between Deputy support staff, Regional managers & training staff.
MORE EMAIL COMMUNICATIONS - WEEKLY UPDATES, SENDING EMAILS IMMEDIATELY WHEN A PROBLEM WITH MNDRIVE, AAMVA, ETC. IS REPORTED.
We appreciate the support we receive! I think we see many customers who are confused by letters they receive from DVS/DPS. Maybe those could be revised for the people we serve. They are frustrated with us when they don't understand.
More frequent or at minimum just consistent communication. The monthly DVS manager meetings are just an agenda on repeat with very little "new information" provided. Rather, just saying all the things that "will be done soon" that we hear for 3-6 months on repeat. Late notifications when service is down. Better training for staff who are assisting us with transactions and a better way to report incorrect information we receive when we call down for them to be able to provide better training.

Please describe how your interactions with DVS could improve, if at all
Responses
Follow through on emails. I have so many "dead" emails sent to various DVS staff with no reply. Feeling supported by DVS in their actions, not just them stating they "support us." Be willing to come to the table to correct these online transaction issues that we are not being compensated for and be willing to include us in the conversations about legislative initiatives they are pursuing. Also, being a good partner. DVS says they appreciate us for all we do, however, their actions (or inactions) don't always show the appreciation.
Everyone is working as best as we can. Our office staff and the State. We can not get employees to stay or come to work.
The MV liaisons are amazing. DSCO could improve their bedside manner. It would really help if DSCO could answer all types of questions...cdl, medical, edl, evaluator, etc., rather than bouncing us through departments
Consistent and reliable information. i.e., when calling in for assistance.
The help that we get is great, very helpful and pleasant to work with. I like to do my research before I call the state so that I can give them as much information as possible to help them out.
Good
Getting emails about changes ahead of time would be great.
just common courtesy please
I feel like DVS could advocate better for DR's. It often feels like we are on opposing teams.
More timely communication when changes are made that affect the ability to process transactions for our customers efficiently. There could be a change made in the way we navigate the system and we do not hear about it until a training which could be weeks later. By that time we have already struggled and figured it out!
DVS should be our regulators and not also our competitors. They should advocate for a sustainable system that works best for the residents of MN, including sustainable business for Deputy Registrars (who provide the face-to-face services to most residents, and incur the costs of many physical location). Answer phones and do so in a consistent way with accurate information. When seeking help from PIC line or Liaisons no need for them to be rude to us if they are frustrated. If any of my staff are being rude, I'm receiving emails rite away but if we are treated poorly it seems like a different story. With many new staff in the office yes there will be more questions and phone calls but please be patient and not rude when we call.
My interactions with DPS/DVS have been very helpful. I support their role in trying to make Deputy Registrars more self sufficient. We need to use the resources provided to us.
Better communication all around
They've always been helpful.

Please describe how your interactions with DVS could improve, if at all
Responses
The people we call into or email could be nicer. We are never rude when we call, we are thinking that they are also our coworkers and we just need some help, we don't need to be yelled at when calling in. We don't get to treat our customers that way.
Email responses sometimes lack the extra information that we need to give our customer an accurate answer. A little explanation may help to avoid future inquiries.
I feel that we have had great interactions with DPS/DVS.
I am happy with my communication channels at this time.
We have had multiple instances of staff being treated disrespectfully or spoken to as though they aren't being truthful. Staff have called and will hang up and try again depending on which operator answers the call. The training has been very welcomed and utilized but things are constantly changing. Staff are always having to respond to change in process and procedure, even when there hasn't been a statutory or rule change. (ID documents for real and enhanced, for instance. What you can take and what the docs have to have on them is constantly changing - the customer is the one to suffer as they get rejected even after we are told they are acceptable.)
When calling sometimes a deputy is made to feel 'stupid', I feel if we didn't need help or knew the information we wouldn't call. Sometimes it helps if we call especially if the customer is really upset and it is better if they know we have contacted the State on their behalf vs us just giving the information. Everyone should remember we are all human and need assistance sometimes as it is a lot to know each transactions.
DPS/DVS are very helpful when you can get a hold of someone.
If they had someone the dealers could talk to easier than the dealers call us (deputy registrar) to fix or answer their questions. This takes time away from the counter and customers that are coming in the door. Making it a requirement for dealers to scan in paperwork when doing EVTR. I have required this of our dealers and it speeds up my processing time as I don't have to scan the paperwork and just check it against what the dealer sent to us.
We have a great relationship with DVS. Our leadership meets on monthly basis and talks about existing issues or ideas. However, I would like to see follow up. We talk over items and sometimes here “still working on it” a month later. I would like to see action items and owners for them and for DRs etc. Just an idea.
It would be amazing if we had chat feature instead of calling in.
more timely communication to system and fee update/changes
DPS/DVS needs to be easier to get ahold of and to get answers to our questions faster. Currently the response we get is that "We are working on it and will get back to you".
DVS should be our regulators and not also our competitors. They should advocate for a sustainable system that works best for the residents of MN, including sustainable business for Deputy Registrars (who provide the face-to-face services to most residents, and incur the costs of many physical location). Answer phones and do so in a consistent way with accurate information.
Phone availability could be improved

Please describe how your interactions with DVS could improve, if at all
Responses
faster communication when there are outages
I think if we keep working together as a team and are transparent with one another we will continue to grow a great relationship. We do need to find a way to keep all offices sustainable for many years/decades to come.
DVS should be our regulator and not also our competitors. They should advocate for a sustainable system that works best for the residents of Minnesota, including sustainable business for Deputy Registrars (who provide the face-to-face service to most residents, and incur the cost of many physical locations). Answer phones professionally, respectfully, and do so in a consistent way with accurate information.
DVS should be our regulators and not also our competitors. They should advocate for a sustainable system that works best for the residents of MN, including sustainable business for Deputy Registrars (who provide the face-to-face services to most residents, and incur the costs of many physical location). Answer phones and do so in a consistent way with accurate information.
DVS should be our regulators and not also our competitors. They should advocate for a sustainable system that works best for the residents of MN, including sustainable business for Deputy Registrars (who provide the face-to-face services to most residents, and incur the costs of many physical location). Answer phones and do so in a consistent way with accurate information.
Most interactions are good. Some interactions we get an irritated response when we call for assistance.
More training, especially for new employees
DVS could recognize the "goodwill" their trainers and deputy advocates provide as a bridge between our offices and DVS/DPS. I honestly don't see it. We have had the very best training we have ever seen in the 33 years I have worked in the Licensing world.
The response time for MV, whether on the phone or email has been Wonderful. DSCO phones have been great but their email seems slower.
It would be nice if our Regional Supervisor was more helpful. And interactive with changes or helpful tips that have come to light.
Some staff we get are very helpful, while others could improve their customer service. Especially when they are in a customer service role to support deputies. There are often times when we call and are met with a rude liaison on the other end. As we ask our questions, we often are left feeling as if we are asking stupid questions or the response we get is snarky. We do a great job to consult with each other and the MNDRIVE help, however, while the help does have a lot of information, it does not actually contain information on how to actually complete or enter information, especially on those wonky transactions that we might only see once a year. On a side note, our liaison, Matt is awesome and so helpful in answering our questions whenever we have them!
more dialogue is always valuable
More Drivers License assistance would greatly help us help the customers.
We only call if we honestly can’t figure something out or have no idea. When you hit a busy part of the day and you have a line and being put under pressure when you call some are very nice and some that

Please describe how your interactions with DVS could improve, if at all
Responses
answer are NOT very nice on the phone and snotty. When you hear them answer the phone you want to hang up. We are supposed to be a team.
Some staff could less rude when we call them.
We call DPS/DVS a lot less than we ever have before, but sometimes when we do call for a question, we get rudeness replies. We would not call if we could find the answer. Or it is a unusual situation and need help. But they do not need to make us feel uncapable, we are doing the best we can. BUT, we also have a lot of great help from them also! So we appreciate that greatly.
Office interactions have been good with DPS/DVS.
When calling DPS/DVS, they are not always nice.
on several occasions there has not been anyone to answer the phone when we had questions on-site.
It would be beneficial to have opportunities to meet, train and talk with them face-to-face even if only once or twice a year. Liaison visits are great!
Faster email response turn around. Faster IIPD and Medical Evaluator/Insurance response turn around so customers quit repeat calling. More personnel?
Interactions are usually positive and helpful.
Our interactions with our liaisons are great. The only thing that is frustrating sometimes is when there are changes with certain things it seems like the deputy's are the last to know. We have customers telling us sometimes about changes that we have not heard through our emails our trainings.
When calling the state we sometime get someone who is very rude.
I think we have a good relationship with DPS/DVS
NA

Question 12: How have expenses changed in the past two years?

Answered: 159

Skipped: 5

How have expenses changed in the past two years?
Responses
Expenses have gotten out of control just for what we need to maintain what we need to do business.
They have skyrocketed and gone crazy. Hard to keep up with the cost of everything.
HA, ever increasing and hard to keep up!
As with all products, everything from wages, phones, internet, power and office supplies, everything has increased.
We've seen salaries and benefits consistently rise over the last couple years. This has really had an effect on our ability to see a profit.
Office equipment has become more expensive
In the past two years our expenses have increased due to the cost to operate.
Inflations has affected expenses these past two years.
Expenses have increased 16.13% in the last two years
Expenses have increased 16.13% in the last two years
Expenses have gone up tremendously having to pay employees more, salaries go up and benefits go up
Salaries for staff continue to go up as well as benefits. Starting salaries are also rising and we have to pay more to keep up with other offices around the State.
PURCHASING OF NEW EQUIPMENT, INCREASED PAPER AND SHREADER SERVICES. INCREASED PAYROLL TO KEEP EMPLOYEES ON STAFF.
Gone up. Higher personnel costs and higher supplies and printing costs.
Everything costs way more
We only have 1.5 years to compare to. Obviously postage has increased, wages of staff increased.
Again - we have only owned the business for just under two years. We have added another employee and all the costs of adding an additional work space. We have also become a full drivers license office so had the expense of adding the camera and vision equipment.
answered earlier
I have only owned the business for 6 months, so it is too soon to share any expense changes. Labor and wages have increased.
Expenses have increased 16.13% in the last two years
increased expenses all around, especially in payroll, insurance, and materials/supplies.
ALL EXPENSES HAVE GONE UP

How have expenses changed in the past two years?
Responses
Expenses have not changes
Payroll increase but not a significant increase on filing fees.
The expenses have decreased compared to previous years however our office was closed for 2 months.
Staff wages to keep workers, cost of supplies have gone up.
Gone way up due to our staff turnover and having to pay a higher stating wage to get people to work.
All expenses have increased.
Pricing for supplies have gown up.
Rent has increased, internet/phone increased, insurance premiums have increased. Pretty much all business expenses have increased.
The price of everything has greatly increased.
equipment cost more, paper, ink everything cost more, and printing more
Expenses with inflation have gone through the roof. We have had to give significant payroll increases just to keep the staff we have. All other expenses have also increased dramatically.
We have been in operation for less than 1 year yet so we do not know
seem to have stayed the same--just purchased 2 years ago
Our expenses haven't really changed other than staffing.
no idea
We are a county office. We do more than just driver's license so expenses are combined with other items. I would say DL expenses have not changed - except for inflation increases.
use a lot more paper and toner for printing reg cards
We have moved buildings and added on full-service DL so lots of new expenses for us.
The cost to have paper has risen for the amount of sheets that are printed out for renewals and receipts. We also have to budget for computers, which are going up in price.
Our office provides drivers license as a secondary function and most of the office expenses are covered through the county vs having the expenses separated.
they have decreased over the last 2 years
My biggest expense increases have been with paper and printer toner.
Paper/copy fees increase, copier/printer usage and maintenance, scanner needs maintenance,
buying are own computer/printers and supplies/mail cost
The paper waste is ridiculous! There needs to be change for that. Use of ink, paper supplies, printers, copiers. There's alot of responsibility on the DR's.

How have expenses changed in the past two years?
Responses
WE HAVE INCREASED STAFFING TO ACCOMODATE WAIT TIMES AND WORK LOADS. OTHER THAN THAT WE HAVEN'T REALLY NEEDED TO INCREASE TO MUCH IN OUR OFFICE AS WE DID A COMPLETE REMODLE IN 2017 TO A LARGER OFFICE SPACE.
Wages and benefits are the biggest increases. Without benefits you will not have a work force.
Expenses have been pretty consistent with the exception of payroll and utilities, which have both been increasing.
our salaries have gone down as we have had a lot of long term employees retire and new staff at a lower pay grade. All other expenses have gone up.
Giving tabs free to those who mail-in and don't receive.
the price of everything has jumped, every day office supplies have gone up I would say at least 10% if not more. We are going through more paper with printing renewals for each customers, more ink for copies and permits, our printers will need to be replaced soon.
yes
Yes
THEY HAVE INCREASED.
Expenses in everything have went up substantially examples are higher wages, utility increases, rent increases, more and more tasks are put on the deputy so we are paying a lot more in paper and toner to provide documents/receipts and forms for DVS. Increased insurance rates which includes rates for mandated bonds.
Our expenses are pretty consistent. The only changes really come when we are fully staffed or not
ITS BEEN EBBS AND FLOWS. FEE INCREASES FOR DR HAVE HELPED
All Supplies have went up, equipment prices up, insurance, rent
Everything has gone up
I just became owner 11/01/2023, I cannot provided proper insight.
New equipment expenses. Increased staffing, so payroll expenses. Inflation is everywhere, so everything has gone up. Amount of paper we go through. Amount of title stock we pay for.
Everything is getting more and more expensive
More cost for paper, toner, office equipment.
WELL DESERVED UP FILING FEES
payroll only
They have not changed much
They have increased slightly with having to purchase title stock and update to newer computers
Everything costs more. We shouldn’t be paying for title paper when its our ink and machines and employees doing the duplicate titles now.

How have expenses changed in the past two years?
Responses
we had to have a remodel to improve data privacy, so we are now in a deficit this year. Also increase in operating costs.
Yes. Huge increase in the cost of supplies and an increase in the amount of supplies due to required printing. Failed green policy by Minnesota
Typical office and small business management expenses. We did an office remodel in 22/23 to add more customer and staff stations. Total remodel expenses ~ $50,000
payroll increase as well as supplies, title stock
everything keeps going up like everywhere else
Rent, wages, cost of business, etc. have all increased
I have only been in this position for 8 months and unable to respond.
Wages have increased.
Expenses keep going up.
The current state of the economy is not great. Expenses are at an all time high with no relief in sight. With no significant filing fee increases as of recent, expenses have gone up and its hard to keep up with that.
Expenses continue to increase due to equipment replacements such as scanners, printer, etc.
All costs are increasing and inflation has certainly become an issue during the past several years. Commercial office paper shredders have increased in cost by a factor of 4. We used to try to have annual staff salary increases. Currently we are amending staff salaries on an ongoing basis to avoid excessive turnover.
Expenses have increased in the past two years as we have bought and started replacing equipment that was needed to work efficiently in MNDrive. (document scanners, credit card machines, individual printers) Our printing costs continue to rise, besides the increase in supplies we also need to replace our printers more often as they are used more heavily. Also, we have increased our staffing to offset the longer transaction times, and we have increased pay to our current staff to stay competitive and try to retain staff.
Insurance costs have increased dramatically along with salaries required to hire quality employees. Many state mandates (sick and safe etc.) are adding to the costs. Costs for postage, equipment, shredding have all increased.
Personnel costs and supply costs seemed to have increased significantly in the past couple of years due to the economy.
Payroll costs have increased an average of 13% each year. This is mainly due to the increased work load that is expected and required for deputies. All of the entry work, much of the verification of documents and the expectations that many of the problems of customers can be resolved through the deputy offices have made it necessary to have more clerks working to provide adequate coverage for the office.

How have expenses changed in the past two years?
Responses
Personnel costs have increased significantly due to economic wage structure. We have upgraded much of our equipment to when we went to MNDRIVE to become a scanning office.
The only real expense was hiring of two new employee's due to employee's leaving
expenses have dramatically increased, between utility bills for the building to cost of doing business in general/labor costs. INCREASE INCREASE INCREASE
PAPER!! We print titles, title applications, forms, registration cards, temporary permits, receipts. The printers, the paper, the toner - those dollars come directly out of our pocked with no reimbursement. Our computers, our phones, our credit card paper. Being able to practice entirely in the system has its benefits but there are many expenses outside of the system that we are feeling the hurt with.
COVID forced pay rates to rise exponentially to entice people to come to work and those levels persist. COVID also hurt supplies, which drove up prices and those prices remain across the board. Cost shifting from the state to the deputy offices by not providing paper forms and requiring technology for practically each clerk.
More customers are electing to renew online or mail-in registration; losing out on filing fees and potential other transactions in the future
Our office was running in the red in 2021-2023. (Shown in our reports we are sending in)
Everything in the world has gone up. Taxes, rent, payroll, supplies. We make the same money (we did get the 1.00 increase) but volume is down because of DVS push for online services. Result we make less money and expenses are up.
The department is consistently in the red. Staff wages and other expenses are more than what the department brings in.
Increased; Salary, insurance, rent, general operation cost. NSF payments when the deputy isn't able to collect repayment.
workers comp went from 2500 to 3500 =. inflation on everything
INCREASED EXPENSES FOR: PAPER (PRINTING CAB CARDS, TEMPORARY CREDENTIALS, ETC.), TECHNOLOGY AND OFFICE UPGRADES (NEED MORE SPACE TO OPERATE WITH SCANNERS).
Increased staff wages and insurance.
Substantial increase in paper used Purchasing more equipment like scanners, printers and computers to accommodate the new system and make it efficient for my employees too. Inflation causing a significant rise in all things (employee, benefits, supplies, equipment, vendors and contractors, etc.)

How have expenses changed in the past two years?
Responses
They have risen. Just the amount of our printers and paper costs are crazy. We went over our limit of copies by 39000. This is due to the fact we have to print lots of pages for dl's and copy all paperwork for titles. Thankfully we aren't charged for scanning.
Expenses have stayed fairly flat for us. Salaries have gone up.
Printing and paper & ink costs have increased.
Drastically increased and getting harder and harder for us
Like everything else expenses have gone up. We have been able to maintain about the same level. I am trying to increase my revenue but I am limited in what I can do.
My landlord hasn't upped rent for my location. But if that were to happen I don't think I could stay in business.
Just as they have for everyone else, expenses have gone up significantly in every area of our business
The price of all supplies have increased.
constant
Expenses have gone up faster than revenue.
More money spent in-office on equipment, computers, bar code readers, document scanners and copiers. We have tripled the amount of money we spend on paper and toner alone!
Inflation
Costs have increased, in terms of personnel, health insurance, printing, IT infrastructure, postage, rent/utility costs
Expenses throughout the economy have gotten higher. The cost of providing services in our office has increased due to the increase in expenses for supplies and equipment.
Prices have increased for a number of things, causing expenses to go up
N/A
Postage keeps going up, I need more staff due to increase in out of county people we help. When the county looks at our revenue, we don't make that much to justify all of our staffing needs which is frustrating. I'm worried about paying for the new printer that prints standard DL cards.
Salary expenses have increased due to staff longevity. Staffing has stabilized so employees are earning more. The cost of supplies and materials have also increased.
Everything has increased in price from supplies to equipment to staffing and operating costs.
Increase of Paper usage is huge. We do so much more printing now.
Costs of day-to-day supplies are up (like everything is) and staffing costs make up more than 80% of our levy. Fee increases are few and far between and not keeping up with inflation.
In the last two years our expenses have risen, insurance, and employee benefits have not been able to keep up with the cost of living. We are a county government office but they can only keep subsidizing

How have expenses changed in the past two years?
Responses
our deficit so long before other measure will need to be taken; such as lay offs, adjustments of hours or work schedules...
With the cost of everything going up our office expense have also gone up.
They have gone up. We have had to purchase a scanner, a barcode scanner, and have updated our computers. We also have increased our paper and toner usage. When MNDRIVE was first coming out it appeared that the roll of stickers would be going again and a full sheet of paper with a sticker on it was going to be the new registration card. But that then changed to offices printing registration cards while still using the roll of stickers.
Cost of living increases alone are 7.5 -9% and all supplies and services have gone up for all industries which affect all the expenses we have to run our offices.
Expenses have of course gone up, but I have been able to reduce staffing by one person, saving on payroll
increased in general because of cost but also because of more we are doing for in person customer
Expenses have increased due to the economy. Supplies cost more and we pay our staff more to be able to retain them.
Costs have increased, in terms of personnel, health insurance, printing, IT infrastructure, postage, rent/utility costs
We have purchased QLess system to aid in customer transactions; cost increase of required documentation (paper); increased cost of additional printers added for efficiency
wages and insurance prices have increased
They have increased due to inflation while revenue has been mostly flat.
Expenses have at least doubled in the past two years. The cost of paper, toner, wages, and office supplies have all increased and there seems to be no end in sight.
Costs have increased greatly, in terms of personnel, health insurance, printing, IT infrastructure, postage, rent/utility costs.
Costs have increased in terms of personnel, health insurance, printing, IT infrastructure, rent/utility costs and postage.
Expenditures are increasing at a higher rate than revenues.
Definitely gone up
Expenses in the area of staff and benefits are the bulk of our budget.
Being county-owned, our main expenses other than wages, etc. are office supplies. Like everything else, those prices have gone up in the past two years. The amount of copy paper we go through since we're printing all those reg cards has gone way up since we are no longer using the one they get in the mail. Also, I had just ordered new county seals last year and now I have to re-do them again since the seal was changed. Those aren't cheap either and is an added expense that I didn't budget for. I do wish the State would pay for our duplicate title, marriage and vitals paper stock. I have to re-order some of that in

How have expenses changed in the past two years?
Responses
a few months as well with the seal change as that is required by Jan 2025 and my current stock will no longer be good.
Everything has gone up in price. Luckily the state allowed us to make one more dollar per vehicle transaction. And gave us a very well deserved filing fee increase to credential applications. But we are printing more paper than ever before and using more ink than ever before. So, as it is helpful. It could certainly be more.
While our staff is cross-trained to work other duties, their time has had to be reallocated to work more at the License Bureau counter as transactions now take longer on our end. We are having to do a lot more paperwork review, supporting documentation review and data entry on our end. In addition, our supplies costs have also increased as we have more printing occurring with each transaction.
Expenses have gone up, revenue down
Paper and toner costs due to having to print a full sheet vehicle registration. Printing out EDL and Real ID requirements.
our lease has went up paper and ink expense is through the roof now that we have to print out reg cards with every renewal.
Mailing in the papers has changed due to stamp price increases.
We have had to brain storm and add more things to our office such as Becoming a Proctor Office for Knowledge Test, MV and DL Records, Sell ATV Plates, Sell Drivers Manuals, Take Passport Photos, Sell HC Certificate Holders. All Extra work to at more Revenue. And with 2 1/2 employees, can be a very busy day.
Inflation has affected all aspects.
Expenses increased 7.5% from 2021 to 2022. 12.5% from 2022 to 2023 and are projected to increase 9.4% from 2023 to 2024. We have not covered operating expenses through fees for service since 2017.
Like everything else the cost of doing business has gone up but the additional fee/fees have been helpful.
All expenses have increased. Paper in particular since we print our own forms and no longer use the renewal sheet as the cab card.
Health Ins costs have caused increased HR benefit costs for personnel. Supply costs have increased. Otherwise stable.
Not relevant to me.
Most of our main expenses like paper, ink/toner and other office supplies have skyrocketed in price. The one big expense is when someone writes a bad check an all we have the power to do is flag the system and suspend the reg if unpaid but it doesn’t stop the individual from transferring or trading in the vehicle and then we are completely out of the money.
Almost 20000 to 50000 in cost
higher rent/office supply/internet going up
Everything has only gone up. Postage, electric bill, and most importantly wages.

How have expenses changed in the past two years?
Responses
I have only been employed for a year and 2 months
NA

Question 13: Please describe your thoughts on how revenues and expenses may change in future years.

Answered: 147

Skipped: 17

Please describe your thoughts on how revenues and expenses may change in future years
Responses
It's only going to get worse I'm afraid. We have more NSF's than we've had before and it's hard to absorb that whole cost. I wish the state would absorb their part and we absorb ours.
I think it's only going to get worse. We are seeing more NSF's and not being paid back really hurts our revenue.
I think it's only going to get worse. We are seeing more and more NSF as people just can't afford things like we used to be able to do. I wish the state would absorb their part of the NSF and we absorb our part (the filing fees). It's not fair we get paid say $13 and now have to absorb $500 to pay the state. We have checks we'll never collect on.
Our everyday expenses keep going up but our filing fees do not keep up. Wages are our biggest expense and trying to cover wages/benefits through filing fees can be a challenge. There seems to more no fee transactions that we have to process and that is a detriment
Salaries and benefits will only go up. Without additional fee increases, our offices cannot be profitable.
I have a feeling that revenues and expenses are going to continue to rise, due to the inflection our economy is currently seeing.
Hopefully we could move our LB to the Courthouse to streamline some processes and utilize A/T staff in shared duties. We could reduce costs through attrition. Hopefully we continue to have strong revenue from dealer sales and more customers return to in person renewals, helping to keep dollars locally.
Revenues are likely to decline in the coming years, while expenses will continue to rise. This trend could create significant financial challenges, making it essential to explore strategies for revenue generation and cost management.
Revenues are likely to decline in the coming years, while expenses will continue to rise. This trend could create significant financial challenges, making it essential to explore strategies for revenue generation and cost management.
Everything is going to keep getting more expensive. I do not feel revenues may be able to keep up with all the expenses.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
My biggest concern is with benefits. Those are expenses we cannot control within our department. They're set by our HR and our department budget has to absorb those costs.
INCREASED IN PAYROLL AND EQUIPMENT PURCHASES.
If deputy registrar portion gets adjusted with inflation we will be breaking even.
Things will keep increasing
We hope to continue to grow our revenues with additional office staff and possibly advertise in area communities. If that happens wages would increase.
We would hope they would continue to increase if the price of supplies, utilities etc.. continue to climb and to allow us to pay fair wages to our employees.
Answered earlier
Continued rise in labor and wages
revenues are likely to decline in the coming years, while expenses will continue to rise. This trend could create significant financial challenges, making it essential to explore strategies for revenue generation and cost management.
Revenues have increased slightly with the increase in filing fees, however the push for online services have impacted the amount of actual transactions in-office.
EXPENSES WILL GO UP ALONG WITH EVERYTHING ELSE AND REVENUE WILL GO DOWN BECAUSE OF STATE PROVIDING MORE ONLINE SERVICES
Revenues will continue to decrease if more renewals are completed online with the state of MN retaining the fees.
Payroll keeps increasing with cost of living, our filing fees need to keep up.
Due to inflation I expect our office supplies to increase in expense, we are already seeing a marked increase in ink costs for our printers.
Wages keep going up as does the cost of supplies & equipment. Services for IT and cyber security is also on the rise.
If revenue continues to go backwards we will need to cut staff.
Expenses will continue to increase and if more transactions are moved to online revenues will decline.
I would like to see expenses go down on supplies. I would like to see more revenue shared to Deputies.
We are adding DLA to our offerings and more then liking I will need to increase wages/hr and increase number of hours worked. May need to hire another employee
I see more and more transactions going online and us DRs getting less and less in our offices while our expenses will just keep increasing
If state keeps taking money transaction away, and having us do more free transaction, it will keep getting worse. Wanted to get help but now can't afford to with the way it is going.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
Revenues are going to continue to drop as the electronic self-services increase by the public and our expenses are going to rise significantly with the more difficult and time consuming tasks.
Some of the areas such as ID/DL take at least 35-40 minutes, depending on the complexity of the person you are helping, to complete but the fee structured is way too low. Therefore, it doesn't make any sense to pay staff to work on processing ID/DL.
For some of the work that deputies do, the filing fees are pretty small. Especially if the office is a IRP/IFTA office
Revenues could go down due to online service and kiosks.
No idea
unknown
probably like everything else expenses will go up/ we are impacted with the online and mail-in renewals/
By adding full DL services, I am hoping to increase your revenue.
We don't anticipate a large change in revenues as we are a smaller, rural, aging community that prefers in-person service transactions to online/mail-in services. Expense may increase as the cost of supplies as well as employee costs rise.
I would thing they'd either stay around the same or increase!
I currently have a contract locked in for rent for another 3 years but I know it will be raised after that expires. Unsure how much as of now. Provided all things stay as they are I would guess my revenues should stay similar year to year after 2024. I have been here for 14 years and in general I have always stayed the same or increased. Statute changes can always change things. The recent change to accepting all passports has been very good for my office. Other than rent I don't see my expenses changing much either. As a one person office my expense changes are dependent on the economy and what office supplies cost.
Our revenues will decrease the more that services are available online.
If we only did motor vehicle we would not be able to pay wages.
The need for scanners, copiers, IT staff needs, boopers, calculators, pens, paper etc.... It never seems to get better or less expensive. More and more online capabilities for the customer. Then how they return to DR's for no fee to fix.
OUR OFFICE WHILE FAIRLY NEW SINCE 2017 HAS GROWN GREATLY THAT I WOULD ANICIPATE THE NEED TO GROW TO A LARGER OFFICE SPACE. WE ALSO WILL NEED TO ADD A SECOND SUPERVISOR AND COUNTER STAFF TO MEET THE DEMANDS OF THE PUBLIC.
We have had our 3 scanners, two of them we purchased, our 3credit card machines, two of which we purchased and our printer for almost 3 1/2 years. I can see these fail in the next two years and need to replace them. We updated a computer. A revenue increase such as collecting a filing fee on everything we perform, CDL certs would be an example and Handicap certificates.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
I anticipate revenues declining due to more annual renewals being mailed to the State office rather than being brought into the local offices. The disclaimer on the renewal notices didn't do the local offices any favors.
Our expense will continue to increase and revenues will continue to decrease as DVS allows more and more transactions to be completed online.
Not sure on this one.
I think that everything will just continue to go up in prices, making it harder for us privately owned businesses to run successfully without worry about everyday expenses that are needed to run our office.
Expense may rise more in the future and that may impact our revenue.
MORE PEOPLE WILL USE ONLINE FEATURE AND WAGES GO UP ON THE OFFICE SIDE
With DVS trying to direct traffic to them vs a local office our revenues will continue to decrease and expenses will always continue to go up. Pushing the online system or mail ins away from our local offices takes our revenues, making deputies pay for DVS title stock when the customers prefer to walk out with their title adds more expenses to us for another benefit for DVS. DVS no longer has to print and mail us forms that they require (special plates, corrections, etc.) We take all of that burden as offices to provide the services for the customers yet DVS demands these documents be a hard copy. While I like that we have to scan the documents, that is another added expense we had to take on and maintain. Computer upgrades to keep up with technologies is ever changing.
With dealers now getting a 350.00 doc fee for the same service we do, there is a balance and we are far from it with filing fees
Expenses will continue to rise and hopefully revenues will rise too
I believe offices will see a decrease in revenue because of the transactions available online and the younger generation prefers to do things digitally whenever possible. As far as expenses, paper, printers, computers, scanners are becoming more expensive and require replacement more frequently, just this past month several offices had to replace their scanners (they make transactions more efficient)
More people are seeking easy and less in person interactions. Our offices will see less people unless they have a problem. But our expenses do not go away.
Providing customers with kiosk and on-line service will make our cost revenue drop due to less contact and support given to customers.
none
I feel like we will keep seeing a decrease in renewals as an online option seems easier for customers. I only see expenses increasing if DVS requires more of our offices each year. Paper expense has significantly increased since MNDRIVE and having to pay for our own titles.
Without state fees increases we will not see increase in revenue but will see increase in expenses as costs are rising.
With kiosks and online for tabs we will have even more loss of revenues while the business expenses will increase.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
revenue may go down more if people don't have the funds to pay for expenses such as new cars, tabs or extra things like DNR
Costs will continue to rise as inflation does
I feel like Filing fees, which by law are to cover expenses, are not keeping up. Our biggest expense is labor. It is only since the 2023 DL filing fee increase that I feel like the business is operating with any blue sky.
as long as the state is offering online and mail-in Registration our revenues will continue to decline.
With the increase in inflation, expenses will exceed revenues unless fee income from services provided is reviewed annually and adjusted for this.
If revenues decrease and expenses increase, the overall employee coverage could change.
As expenses go up (assuming no filing fee increases) revenues will go down and for some deputies will not make any money and potentially shut down.
Need to consider fee sharing for on-line services to help deputies offset their expenses with decrease in transactions
Fee increases during the past several years have dramatically helped the business viability. The inner city location like St. Paul struggles as the amount of time spent on each transaction is significantly higher there than in non inner city locations. This location suffered significant losses prior to the recent increases.
I expect that the more services that are offered online/kiosks the greater the gap will be between our revenue and expenses. If we are left to process more of the longer and complex transactions our customer's wait times increase and our revenue decreases which widens that gap.
I see expenses continuing to increase with inflation. Revenues will continue to decrease as the state puts more transaction on -line and in kiosks.
Expenditures are going to keep rising, as more and more services go online, our revenues will go down. We are left with the more complex transactions that take longer to process with filing fees that don't necessarily cover that cost.
I see with online renewals and the possibility of 8 year DL renewal done online, the income that deputy registers get from "easy" or simple transactions will go down drastically and only complicated or difficult transactions that are very time consuming and only earn the standard filing fee will be what is left coming into the offices. This will be the closure of many offices that will not be able to break even and tax payers will tire of supplementing them.
I think the state should share a portion of online sale filing fees with local offices. Expenditures will keep rising for offices as payroll and supplies become more expensive. Offices are getting the more complex transactions that take a lot more time to complete. The extra dollar separated out on the renewal notice has also hurt offices. The state should have done that statewide, no matter where they do the transfer and used that to supplement office revenues.
I don't foresee a big change in revenue or expenses
I am sure expenses will continue to rise while revenues may not

Please describe your thoughts on how revenues and expenses may change in future years
Responses
Technology will only improve. There may come a time of electronic titles, electronic lien releases, online services in general. Those advancements might mean less paper - but there will still be need for local offices. The general public will still need duplicates, reissues, corrections.
We will continue to suffer decreases in revenue as the state offers more online services. We understand that this is a benefit to the customer, but the customer also needs a human to interact with in an office for some transactions. Those offices have constant expenses that the state does not. Our expenses will continue to increase at least at the same rate if not worse.
I feel that the DR are being pushed out (ex: expected to pay for Title stock and then when a customer does not receive we have to issue at no cost to them; tabs that are never received - no fees collected in our office)
Revenues are projected to outpace expenditures in 2024, however, this does not take into consideration the in-kind expenses and costs will continue to increase by 3-5% per year. Also feel we are in the thick of the push for people getting Real ID's before deadline.
Expenses, we can assume everything will continue to go up. Revenue, with DVS taking the easy transactions, the renewals that are simple and easy. we are left to do the long, more time consuming transactions, for 13.00 each. That is not a fair price for the time involved. We also do more and more transactions for free because DVS can't do their job on time or efficiently. Tabs are not received in the mail. special plates are not received on time. We do multiple transactions for no fee. We need to be compensated monetarily for the states mistakes.
The department will continue to lose money if kiosks are made available.
Building cost - operational and maintenance cost. Salaries, insurance, general operation cost.
Expenses should stay similar revenues may go down with online and the new amounts
I FORESEE MORE TRANSACTIONS MOVING ONLINE. PERHAPS KIOSK USAGE WILL ALSO INCREASE. I THINK IT IS IMPORTANT FOR CUSTOMERS TO STILL VISIT AN OFFICE FOR A DRIVER'S LICENSE RENEWAL/DUPLICATE, AS WELL AS TITLE TRANSFERS. IT HELPS TO HAVE A CUSTOMER IN FRONT OF THE CLERK TO ADDRESS ANY ISSUES.
Likely more expense due to rise in salaries and insurance benefits. Younger generations may be more prone to any online options so less revenue.
Online transactions are no doubt the way of the future, but that is revenue we are depending on in our budgets too. DVS needs to be aware of how much of an impact moving DL apps online will have on offices as well as a slew of other services that will eventually transition to an online format. Wages and benefit costs will continue to rise. Cost of supplies (computers, printers, scanners, paper, pens, etc) all have substantially increased. Basically, all of our expenses will increase and revenues will most likely decrease if more online transactions continue to be offered.
We need help. We need to be able to get the fees for on-line renewals and be able to charge for anything that we need to help the customer with. To many things are done at no fee. Our expenses have increased and will continue to increase. We need to have fee increases.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
Unknown
With the State requiring offices to print more of our own forms, etc. our printing expenses will increase. Also having to pay for title paper to print duplicate titles in-office.
Everything is going up beyond what we're bringing in
I would hope that expenses would go down and the revenues would increase, but I think that is a pipe dream. The revenue for our offices are set by the state so it is hard to increase it.
Its hard to ask the public to support increases in fees but also unrealistic to expect that expenses will come down, making the balance difficult to obtain without a change in one or both of these areas
Everything will just continue to get more expensive.
things will get more expensive causing revenue to drop
Expenses continue to go up faster than revenue and we will be operating at a loss.
Expenses keep getting higher. The labor market is tough, we have to pay people more in order to keep them and we need to keep them because experience and knowledge are imperative to do this job. It takes time to train and if we cannot retain staff we are wasting money hiring again. The expense to complete a transaction from start to finish costs more than what we collect for a filing fee, include labor, paper, toner, scanner, copiers, etc. As the number of online options for customers to complete a transaction outside of a DR office grows, this is a concern for the viability of DR offices. We depend on collecting a fee for every transaction we complete in-office in order to continue helping the residents of this State. If the State encourages more online options for customers we will not see them in our office in turn decreasing DR's viability.
Inflation
Expenses will continue going up. Revenues will continue to go down as more transactions go online and statute-based fees stagnate. In addition to lost revenue, more online transactions lead to more no-fee transactions at our center, for which we provide services with no compensation.
With inflation continuing to rise, I feel expenses will continue to increase causing revenues to decrease over the next few years.
I anticipate them going up if trends continue
More state ID's come in requiring more staff time devoted to that. Revenues could also decrease if the state hires more examiners since people are traveling across the state to test in Jackson.
I'm worried about more people doing things online, such as DL's and then when they have issues, they come in and talk to us. Worried about the cost and space of the printer for standard DL's is we need to have it in our office. I'm really trying to get another full-time person in my office but with budgets, it is not easy. I'm hoping that my numbers for revenue keep going up, people seem to like our staff at the DMV better than surrounding DMV's.
Salary expenses will continue to increase as staff receive step increases and cost of living increases annually.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
I think that if the expenses continue to increase and our revenues/reimbursements stay the same, it may be a struggle to continue to be open and provide services.
Our less timed transactions have decreased and our longer transactions have increased.
Unless we see a drastic shift, I expect the costs of office supplies like toner and paper to keep increasing - salaries are only going up and we will be even more in the red than we already are.
I feel as though private deputies will have a harder time remaining in-office this will leave the public no choice but to travel further and will increase the use of on-line and mail-in service to the State. For instance the increase to the public this year in our county is the start of wheelage tax, local sales tax of 0.5%; property tax increase and the list just keeps going on the people and only spread their income so thin. This increase will have an effect on the number of deputy office available and some office only have a limited amount of space to work with considering the amount they have to pay per square footage for rent.
I suspect there will be more no fee transactions being put on offices. We have also invested into a translator device for the different spoken languages that are coming into our office. We also are seeing more customers who travel and start something in one office and then another has to finish the transaction. This is again a no fee transaction for the second office.
With the movement and hopefully ease of online transactions for customers, less need for in person interactions or help will be needed. That said what will be left in the offices in person will be the longer more difficult transactions. Our profit margins and survivability are based on the easy, quick transactions outweighing the longer, difficult ones which allows us to cover all the day to day brick and mortar costs. Without them, offices can’t afford to stay open for front counter work.
As more services become available thru mobile apps and online it will run us out of business.
Decrease in revenue as more will be available to be done online, expense continue to increase as costs go up
Expenses will continue to rise while revenues will decrease. With the real-ID bubble helping keep the offices busy and profitable now that bubble is close to bursting.
Expenses will continue going up. Revenues will continue to go down as more transactions go online and statute-based fees stagnate. In addition to lost revenue, more online transactions lead to more no-fee transactions at our center, for which we provide services with no compensation.
More customers going online is less filing fees for us; cost of paper alone continues to increase
Expenses will continue to increase. Revenues may decrease as more people complete transactions online.
Expenditures will continue to increase as normal but not outpacing inflation. As for revenues, without consistent adjustments to filing fees our revenues will be at best flat or more likely reduced due to more and more online offerings by DVS.
If more and more transactions are going online and we aren't included in those fee's there will be no more offices around in future years. It's basic business principles. If your revenue keeps going down and your cost continue to go up you will no longer be in business.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
Expenses will continue to rise. Revenue will continue to go down as more transactions go online and statute-based fees stagnate. In addition to lost revenue, more online transactions lead to more no-fee transactions at our center, for which we provide service with no compensation.
Expenses will continue going up. Revenues will continue to go down as more transactions go online and statute-based fees stagnate. In addition to lost revenue, more online transactions lead to more no-fee transactions at our center, for which we provide services with no compensation.
Expenses will continue going up. Revenues will continue to go down as more transactions go online and statute-based fees stagnate. In addition to lost revenue, more online transactions lead to more no-fee transactions at our center, for which we provide services with no compensation.
The largest expense increase has been salaries and technology. In order to provide high-quality/efficient service, it has become more expensive.
Revenues need to increase but I don't feel they will and expenses will continue to rise
Our revenues will go down and expenses will go up, leading to an evaluation by the County Board if they wish to continue to provide these services by supplementing levy dollars.
That depends on a lot of unknowns; however, if more online processes are implemented, that will push revenue away from local offices and we'll still have expenses.
The cost of business operation is only going to continue to go up at an exponential rate. And the way the filing fee increases have gone. By the time we get the next one. We will be back to trying to stay afloat.
Revenues on our end are slowly increasing as filing fees have slowly increased with legislative changes. We are hopeful, with the rollout of the new Blackout plate and seeing how popular that has been, that deputies will see a share of the $30 contribution fee. Like everything else, we also see expenditures increasing as well.
Online DL & registrations as well as E-titling could impact us even more with more revenue loss leaving us with mostly long & complicated transactions.
Revenue will continue to fall as more online services become available to customers.
With the wages going up and not making much on transactions these days do to mail ins and online renewal we are lucky we even are open. Since we are public our county tries to keep us going which there has been talk of not having the service.
I think as more people start to use the online process, we will start to lose money.
I worry that customers will do everything on-line and their will not be that personal connection with people. We feel like some of the Registrations fees should be for Deputy Offices. The margin of what goes to DVS from what our offices receive are as a filing fee does not cover our costs to run our office. We have been busier then ever before, and we still don't make a profit. We should receive a cut if customers mail or do online. Also, all the free applications we do. Medical CDL Certificates, HC Permits, Veterans 100% applications (Which we are happy to do, but no payment to office) Customer needing direction on buying or selling or problems that take time but don't process anything.

Please describe your thoughts on how revenues and expenses may change in future years
Responses
We would like to see some sort of fee for all the free services we provide. These services include providing Disability Certificates, Self Certification, and reduced fee products and services. These take time for staff to process as well as printer/paper costs.
Unless there are increases in fees for service or other means of compensation to cover the actual cost of providing service, expenses will continue to outpace revenue at an ever increasing rate. In the 7 years of MNLARS/MNDRIVE (2018- 2023) the county had to subsidize our operations by a total of $8 million with each years subsidy increasing over the previous. In contrast, in the prior 7 years period (2011-2017), fees from service covered 100% of the department expenses each year.
hard to know based on the economy and inflation with the upcoming election
The more on-line options or Kiosks available; will ultimately disrupt revenues for our office.
For my office I see a reduced revenue impact as a direct result of the White Earth Tribal office being opened so close to mine. Computers and storage will need to be upgraded within the next year. Possibly card printing capability. May have to move and rent space for office expansion for more than one deputy.
I'm sure revenues will continue to go down with the online and mail-in renewal market. Expenses haven't went down in years so I would guess those will continue to increase.
People will be doing most of the transactions online
I only can imagine everything going up. The no fee transactions really hurt us. The free disability permits and now the free disabled veterans transaction definitely negatively affect us.
NA

Question 14: Please describe any performance standards that you use in your office to provide DVS services.

Answered: 126

Skipped: 38

Please describe any performance standards that you use in your office to provide DVS services
Responses
We participate in all available training sessions
We use Qmatic, it's a queuing system that allows customers to know their place in line. We also have tv's in our office that display DVS related information so customers are in the know.
We currently don't have any performance standards; we just try to be kind and help the customers the best we can.
We strive to provide courteous service even when customers are disgruntled. We do review deficiencies and work on continuous improvement.

Please describe any performance standards that you use in your office to provide DVS services
Responses
Q Matic data enables us to identify performers who fall significantly below the division's transaction counts. While there isn't a universal standard for all locations, we leverage this information to support and uplift our lower-performing teams.
Pre-applications
This office focuses heavily on the OTC pilot. We train staff right away on this service and it makes up 65% of our drivers license transactions. Staff are encouraged to attend TWT and we've even brought in DVS staff to do additional training on fraud.
None.
We instill in employees patience, understanding, manners, and empathy for situations when it is called for.
We expect employees to be courteous and helpful to all customers. Diligently following the standards set by DVS, and to participate in monthly trainings provided by the state offices.
answered earlier
Our office strives to always be professional, friendly, and kind with our customers. We thrive on positive feedback and most importantly try to educate our customers. We believe that this is important to create realistic expectations and customer service satisfaction. We try to consistently meet deadlines and a quick turnaround with our dealership mail-in work, maintain high-quality and accurate work, collaborate well with each other, and adhere to DVS compliances and policies.
Q Matic data enables us to identify performers who fall significantly below the division's transaction counts. While there isn't a universal standard for all locations, we leverage this information to support and uplift our lower-performing teams.
When explaining process to customers to try to keep it as simple as possible so they know what may be needed and do not have to call or come in multiple times to complete.
TITLE CERTIFICATION TEST, MONTHLY WEBINARS
Security for data practices.
To provide services in a timely manner and get our Dealer work done same day if possible.
We strive to have transactions be complete and do reviews of paperwork to make sure if anything is missing we contact the customer before mailing into DVS.
continued training for staff, monthly DVS training.
All employees are trained and follow a precise daily routine to handle the abundance of transactions that come through the door daily.
We expect our staff to in a timely manner help customers and get Dealer work processed. We also expect time to be used wisely to accomplish the days task.
Speed and accuracy
yearly security review

Please describe any performance standards that you use in your office to provide DVS services
Responses
Just standard customer services. For us, one thing that we want to be best at is to work hard on getting customers out of our office as fast as they can.
Communication is important - between employees and public. Accountability is important as well. Take responsibility for your actions and how you react to the public.
always do time with todd
Be nice and friendly to your customers so they will continue to come back. Also, always smile even if you're not happy with the customer.
Our office tries to go above and beyond to get a customers DL application completed in one visit. We get told by many customers that our office is great to deal with and they prefer coming here vs another neighboring office.
As a one person office I generally just make year to year and month to month comparisons from the previous year to the current year. All of this is available within MNDrive.
Minimal errors are expected and must be corrected for future.
The best practices and when liaisons come there updates info and reminders. Help manager.
WE DO TRY TO USE THE "TIME REPORT" IN MNDRIVE TO DETERMINE STAFF SPEED AND ERRORS. HOWEVER THE INFORMATION IS VERY DIFFICULT TO USE AS YOU NEED TO CLICK INTO EACH RECORD TO DETERMINE ERROR COUNTS AND REASON OF WHY IT WAS AN ERROR.
We all are expected to do the monthly training provided by DVS. Todd and Brian at DVS are wonderful trainers.
Title clerks are expected to be courteous and professional to each customer. To provide guidance as needed or requested.
Work together to get titles to customers asap.
We use the MNDRIVE system to issues tabs, plates, titles, duplicate titles, permits and anything else motor vehicle related, we make sure to assist each customer correctly so they leave our office with everything that is needed to prove they have the correct paperwork.
Daily training/advisement. Annual review, communication and check ins with staff as often as needed.
We have none at this time.
Other than having adequate staff to serve customers, we have online chat for customers to ask questions and when we do not have customers we have a public phone number to get information as well. We try to make sure all customers can do their transaction with minimal running around for more documents or things needed. We offer an email to the office so customers can email us photos that DVS requires and again we print off on our paper supply to provide the services to customers. We all strive to provide the best customer service we can. Our office stays up to date on legislative changes and office training to stay in the know. All staff is also certified title clerks.
CHECKING ID, DESCRETE CONVERSATIONS, FOLLOW DVS PROCESS PLAN
That staff meets the requirements of state expectations

Please describe any performance standards that you use in your office to provide DVS services
Responses
As the only 'face' for my office, I strive to make every interaction positive and when providing customers information its clear
We strive to be error free, and provide our customers with excellent customer service.
We provide prompt, friendly service to our customers. If we are unsure, we make sure to find out to better assist our customers.
Keep information private and make sure the correct person on record of transaction it the customer your helping.
none at this time. Our office is too new.
All staff take the TWT and are knowledgeable on all services we provide
Good customer service, dress code and proper procedures.
we are polite, respectful and kind as well as being efficient with our work and with our customers
We have anecdotal information based on customer come-backs. Also review the performance reports in MNDrive. We look for common errors / training opportunities
Assisting customers promptly and efficiently with a smile. Making sure customers understand what is needed for the REAL or Enhanced DL so they will be able to receive them before the deadline. Making sure all requests from the customer are provided if we are able.
Customer service and team building are big priorities to make this office run. Monthly training we all attend to make sure we are performing our job to the best of our ability.
We continue to update our staff with the requirements and procedures that the State requires.
Quality, friendliness, efficiency, teamwork
staff are expected to reach at least 24 daily transactions per day. If not additional training and coaching is provided
MNDRIVE provides real time tracking for each staff person to assist in evaluating staff performance. This is very effective in identifying low or slow staff performance. This is used to assist those individuals perform at a higher level or remove from the office as it may not be a good fit for them.
We offer express services for tab renewals (drive-up window and express queue inside) with the goal of customers waiting less then 10 mins. We have set a goal that each staff member averages a minimum of 24 transactions a day.
We check applications for accuracy and use the time reports to find ways to improve.
Require staff to do monthly training, live or to watch the recordings that are now available on the MDRA site. We go through deficiency reports periodically to catch errors in processing to make sure staff is doing transactions correctly.
We use the state generated transaction evaluation and application statistics reports on a monthly basis to review errors made and how to correct them.
Require staff to do monthly training, go through deficiency reports with staff on a regular basis to make sure we catch items not being completed correctly.

Please describe any performance standards that you use in your office to provide DVS services
Responses
We go the extra mile to satisfy the customer. We do not turn away unless we absolutely need to.
We require the monthly training in order to stay current with changing rules and regulations.
Customer services is our general focus, always. Accuracy is the most important part of what we do. Clericals errors from our office doesn't create repeat business. And unfortunately, the DVS system allows for BATCH TITLES - which means, no humans review the title work after we process it. So if there was missing signatures, any alterations that were put through and not caught by the clerk - doesn't matter, they get a title. We spend a lot of time fixing errors from surrounding offices who don't always practice the same we way strive for. And, it goes back to the system - clerks are not TAUGHT how to complete PAPERWORK. We are told which buttons to click, yes or no. So if someone was hired after MNDRIVE launch, it falls entirely on our training team to teach the reasons WHY we do what we do.
MDNRIVE has error tracking and we use that for correcting training errors. We do not have a specific metric.
we have all employees attend the Time with training to ensure they are up to date on the current procedures
We are currently working on a plan but do use the deficiency and correction reports as part of our performance standards.
we use the reports in mndrive for time and performance evaluation of employees
Mandatory Monthly Training, Data Privacy standards, Reviewing error reports during evaluations, MNDRIVE reports for expenses.
STAFF MEETINGS, EMAIL AND IN-PERSON UPDATES WITH IMPORTANT INFORMATION, MONTHLY TRAINING THROUGH DVS, COACHING, ASSIGNED TRAINER TO OVERSEE NEW EMPLOYEES.
We review the reports in MNDRIVE and use deficiency letters customers bring in as learning opportunities.
We are not a "turn and burn" office. Although we want to get the customer in and out efficiently, we also want to get it right for the customer. DVS needs to think more about their service and getting it right for the customer. They have continually mishandled the "failed" transactions (like mail-in or online renewals that didn't complete for the customer) and have been ok with pushing the no-fee burden off on public/private offices. They have continued to allow exam location standards to run at a capacity that does not come close to meeting the demand. The wait times to get a road test are unacceptable. The inability for the state to allow students walk in for written permit exams forced DMV offices (and other non-DMV businesses) to take on proctoring exams because it was the right thing to do to meet the demand. Our performance standard is to try to do it right and try to provide the best service we can to whoever walks through our doors.
The customer is always right. :) we try to always be pleasant which is always possible. We try to help the customer the best we can or direct them to the State web site.
Privacy standards training is mandatory.

Please describe any performance standards that you use in your office to provide DVS services
Responses
I do everything. I go above and beyond for my customer's, and I do a lot of detective work before I call the state for help. I try my best to do what is required of me by the state in Motor Vehicle and Driver's License transactions
I have a handbook that spells out expectations for all of us in our job. We provide a service to our customers and I want it to be a pleasant and friendly experience for all. We have reviews that point out our office weaknesses and individual struggles and try to improve on those things as well as keeping knowledge and procedures current and accurate. I ask that our employees make the experience a good one for our customers so our office can help get past the negative reputation of the DMV, one customer experience at a time. They should not ever dread having to come to any DMV office.
We smile and are pleasant and WANT to help our customers
highest quality customer service and training
Staff are evaluated each year on their job performance. Efficiency and customer service are top priorities.
We don't have official standards set up. We try to provide pleasant and efficient customer service.
Annual performance reviews, regular 1 to 1's, customer experience evaluation, daily review of work outputs, and review of transaction statistics and timing statistics, etc.
Professionalism is expected in my office. Along with, teamwork, communication and problem solving. Time management is also expected.
Good customer service, professionalism, efficient
We try and help the customer any way that we can. If they don't know how to use a computer, we have one in the hallway we use with them. If they can't get answers from anyone at the state, we try until we can get an answer. Our DMV is known to be very helpful and nice compared to surrounding DMV's. I'm very proud of how we do service at our DMV.
It is our goal to have every customer leave with what they came in for or, at the very least, a plan of what is needed to complete their transaction. We answer our phones when possible and also have a voice mail and email system that we respond to multiple times daily. We are staffed appropriately for our volume. We attend all trainings and try to keep up-to-date on procedural changes.
We strive to be a friendly and efficient office that customers want to come and do business with and will travel to do that.
We utilize our office accuracy rate to report to our board but the reporting is currently still unavailable. We also us wait time and number of transactions.
We have the customer move to a table to complete driver license applications and title information then have them step up to finish their transactions. We provide over the counter, mail-in or drop box transactions to help people get their transactions done in a timely manner. They can choose to have their transaction mailed to them or pick up during office house.
I will sometimes look at the time it takes to complete a transaction report in MNDRIVE. This helps us to see how fast we are completing services for customers.

Please describe any performance standards that you use in your office to provide DVS services
Responses
We follow all the training requirements from our DVS partners. I asked for standards and timelines but was told to follow the MNdrive training. Our new staff complete required training in steps from renewals, to basic transfers and duplicate license to more difficult transactions once they have shown proficiency.
My expectation is that my staff provide accurate, efficient, and friendly service. We have a great reputation as the place to come.
using experience and resources we strive to be 100% accurate and/or at least giving customers a heads up they may be getting a letter
We monitor transaction counts and make sure each employee is keeping up with the others.
Annual performance reviews, regular 1 to 1's, customer experience evaluation, daily review of work outputs, and review of transaction statistics and timing statistics, etc
eVTRs are proofed by additional person beyond the rep completing the work, as the state doesn't verify any of the work
check proficiency reports and annual performance reviews
We monitor staff transaction time using a combination of MNDRIVE functionality and our internal POS.
We use the transaction count and the office transaction evaluation to monitor how well a staff member is doing. We also look at how long a service session takes to try to help staff become better at the counter.
Annual performance reviews, regular 1 on 1's with all staff, customer experience evaluations, daily review of work outputs, review of transaction statistics and timing statistics, etc..
Annual performance reviews, regular 1 to 1's, customer experience evaluation, daily review of work outputs, and review of transaction statistics and timing statistics, etc.
We have guidelines with in the office to keep good customer service and to keep employees continued training.
Our performance standards are high. We expect all staff to give the very best customer service going the extra mile, even if no fees are collected. Reports on accuracy are reviewed monthly, trainings are always attended, and evaluations are completed.
We have annual reviews with our supervisor and discuss our performance for the year.
We do our best to provide the best customer service possible. As DVS does not have customer service as an importance. We do our best to have people avoid contacting DVS on any issue.
We have best practices in our office so that we all are providing the same level of customer service to each customer walking in our door. We also hold team meetings to talk about errors when they come up or when a customer comes in to correct a deficiency that we caused and how we can prevent that from happening in the future.
Working as a team, helping each other with transactions. Insuring a kind, friendly environment for both staff and customers.
We put 100% into our customers face-to-face we are the front lines to them we take the beatings, we see their frustrations, we try to have them walk out of our office feeling good about visiting a DMV we are not bad people we are here to help them. we even take their phone numbers and we follow up with

Please describe any performance standards that you use in your office to provide DVS services
Responses
our customers that have issues. We always try to smile and be positive. They want to be heard and we listen we try really hard to be a 5 star office sometimes of course you can't always make them happy but we try to explain next steps to help them through there process.
We strive to be as helpful to every customer that we can. Be kind, and explain situations if we need too. We get compliments on our kindness and we do appreciate our customers.... We also have to pay for all our computers, calculators, scanners, PAPER!, Stamps that say what the DVS requires, print all the forms, cash registers, Credit Card Machines, Phones, Pens, Storage! Its a lot! And don't feel like we have the support from DPS/DVS a lot of the time.
The office monitors deficiency and correction reports. Clerks are certified and re-certified on Titles. DL Agents complete fraud training. All clerks attend monthly Time for Training. We work closely with our liaisons.
We review the reports available in MNDRIVE to see how we perform as an office, how other offices are doing, and on an individual basis.
Not sure exactly what you are wanting. We follow standards and expectations set up by the state. We contact the state if there are questions or issues with transactions so we can process them correctly the first time.
I've calculated the daily income needed to justify the office and try to obtain that goal daily with exceptional customer service. I don't restrict the number or type of transactions per customer and make them go to the back of the line. (I hear a lot of complaints about other offices doing this).
We use the built in feature on MNDRIVE of checking transaction times and accuracy of deficiency's which is very nice to give feedback to employees
The reports in MNDRIVE are helpful
we do monitor the reports that show our corrections etc.
NA

Question 15: Please provide information regarding the degree to which customers using the pre-application process impacts your service model.

Answered: 151

Skipped: 13

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
Love Pre-Apps, quicker and less chance of errors.
I love the preapplications that come in. Saves on time and mistakes. I wish more people would use it.
I love when customers do the pre-app. It saves a lot of time and mistakes.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
We are a limited DL office, with most of the duplicate DLs we process, the customer has not completed a pre-application.
We always encourage this. Sometimes its a struggle if customers don't upload everything they're supposed to, or, upload incorrect documents - however, it's still better than starting from scratch.
I haven't had anyone come in that have used the pre-application process.
We haven't had any customers come in that have used the pre-application expect for one dealer. It does make the transaction go faster.
It seems to be gaining popularity, but often we have to start from scratch or go through and ask all the questions again as they often decide they want to go with a different license.
It was great until the latest update (Core 21), which now only reveals document errors at the end of the transaction. This forces us to restart the process from the beginning. We need support on this issue, as RDL and EDL transactions take significantly longer when customers use the pre-application, which is intended to streamline the process. Additionally, it would be great if the state could provide a tool for customers to securely process pre applications while waiting in-office. tablet or PC.
It was great until the latest update (Core 21), which now only reveals document errors at the end of the transaction. This forces us to restart the process from the beginning. We need support on this issue, as RDL and EDL transactions take significantly longer when customers use the pre-application, which is intended to streamline the process. Additionally, it would be great if the state could provide a tool for customers to securely process pre applications while waiting in-office. tablet or PC.
Makes it faster service at the counter for staff and customers.
We always encourage customers to pre apply. We have 2 greeters that sit in our lobby area and help customers do so before they come up to the counter.
WHEN OUR CUSTOMERS DO THE PREAPP IT DOES SPEED UP THE PRIOCESSING, IF ALL THE QUESTIONS ARE ANSWERED BY THE CUSTOMER.
We wish more would use it.
We only have one truck dealer using a pre-application.
If they use it correctly it is wonderful - it is a great time saver. If they do not have certified documents or use a paystub with a redacted ss# etc... and we go through the pre ap to then have to discard and restart to either drop from enhanced to real or standard it takes more time. It also makes for a frustrated costumer.
answered earlier
The pre-application has been very effective and helpful, especially with mail-in work we receive from dealerships. It cuts out extra manual time for my team members.
15. It was great until the latest update (Core 21), which now only reveals document errors at the end of the transaction. This forces us to restart the process from the beginning. We need support on this issue, as RDL and EDL transactions take significantly longer when customers use the pre-application,

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
which is intended to streamline the process. Additionally, it would be great if the state could provide a tool for customers to securely process pre applications while waiting in-office. tablet or PC
Not many duplicate cards are ordered here but most pre-applications have some correction that need to be made to finish
PRE APPROVED SCANS UPLOADS THAT CUSTOMERS SUBMIT HAS CREATED ISSUES BUT THE PREAPPLICATION IS GREAT AND MAKES THE CUSTOMERS HAPPY TO GET IN AND OUT WITH DRIVERS LICENSE QUICK
little impact
Pre app is very helpful if the customer has filled it out correctly. And they bring in the correct documents that was stated on the pre app.
Pre-application is a wonderful tool. It speeds up the process of driver services and we encourage customers to utilize it.
It hasn't been an issue.
Sometimes it is very helpful, sometimes it slows us down.
I have a dealer that uses the pre-application process for title transfers on about 25-30% of their title transfers which cuts down on our processing times (compared to us manually filling everything out).
we don't get many for we are only limited dl
The pre-application process is helpful when completed properly, however many Pre-applications are filled out incorrectly resulting in more time spent by staff redoing or correcting them.
We are new to this so we have not been able to evaluate the impact of the pre-application process
pre application is nice, still review everything to verify it is correct. Saves data entry time
It does speed up the process a little more for those that use the pre-application. Customer is in and out in no time!
does not impact much, saves a little time but not much.
It is wonderful if customers pre-apply but the majority of customers do not pre-apply
like it better if they don't do the pre app
pre-applications are great then we don't have to ask so many questions and it speeds up the service.
We have 2 dealers that use our office that utilize the pre-application process. It is very helpful to us so that we are not having to type everything in but just review it. We have not had any non-dealer customers use this process.
We don't personally feel that the preapplication process saves a ton of time in our office.
For the few customers that use the pre-application it works very nicely and efficiently for us!
This has decreased the application/paper costs as well as the time needed to complete the applicant's needs.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
I don't feel the impact.
WE TRY TO HAVE ALL CUSTOMERS USE THE PRE-APP FOR ALL DL/ID TRANSACTIONS. IT CERTAINLY SPEEDS UP THE TRANSACTIONS. WE DO HOWEVER NEED A TRIAGE PERSON IN THE LOBBY TO MITIGATE PEOPLE. MOST SENIOR CUSTOMERS/ IMMIGRANT CUSTOMERS NEED ASSISTANCE WITH FILLING OUT THE APPLICAITON. WHICH OUR STAFF GLADLY HELP WITH.
As a limited DLA we do not encounter this.
Pre-applications are for Driver's licenses. We don't do those. We are a DVS office.
Not sure
We do not use the pre-application unless it comes to our dealerships and their pre-apps for a vehicle they sold. Those are extremely helpful for our office to make sure information is entered correctly and it also speeds up our process of doing title transfers to keep our transactions throughout the day moving smoothly.
The pre-application is great when it works. I feel that often times when someone is upgrading the pre-apps get "stuck" and there is an error indicated to fix but there is nothing to fix. We don't learn this until the very end and then we usually discard and manually process and things are fine. When it works it is a huge time saver.
We are able to assist more customers without increasing staff.
MAKES THE TRANSACTIONS A LITTLE QUICKER
We do not require the customers use the pre-app. I know other offices make them but as customer service we do not. We take the extra time to go through the transaction with the customer.
Not many of our customers use the pre-application process
10 %
working well
Dealers using pre-apps is great for efficiency; I wish WI dealers had access to prevent errors and mistakes that often occur
I do believe the pre-app is beneficial, however I believe it also leads customers to the State's website which could then take other revenue (ie registration renewal) opportunities away from a Deputy office.
It is helpful if customer fills information out correctly and remembers to give confirmation number for us to complete the online application.
MAKING TRANSACTION QUICKER
it does speed up the process to get the lines moving faster if the pre app is completed properly
With dealers EVTR and pre apps it is so much quicker to process. We don’t have any customers that do pre apps because we don’t do driver’s license
we do not get many but when they do fill them out, the transaction goes faster.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
None
Speeds up the process, except when something in the Pre-app is correct, then we waste more time trying to figure it out than if we had started from scratch to begin with.
several scanned items are being rejected for the REAL and EDL so customers get sent away unhappy
it does save time when they do the pre-app, but not the scanning of documents for enhanced license because they never do the correct documents
The preapplication process has increased our ability to assist customers more efficiently.
This helps speed up the process.
Makes the transaction go smoother and quicker.
Maybe 2% of our customers use the pre-application process.
We very much enjoy having pre-apps, more specifically for dealer work. It has been a gamechanger.
pre-application for DL's decrease customer service time to allow more customers to be served
The pre-application has been helpful. Many improvements and clarifications have helped this process for the Real ID.
When it is filled out accurately, it speeds up the transaction time when the customer is at the counter. There are a number of situations where we have to discard it and start from scratch (system glitch or customer error).
We are only a limited driver's license office, so we see very few of those. Pre-applications for motor vehicle transaction help when processing dealers who are not on EVTR put do not see an impact on daily customers
Pre-apps are speeding things up. We do not see many pre-apps in the DL area. We have dealers using them in the MV area and it really speeds up those transactions.
Very few of our customers actually fill out the pre application, and generally about half of those that do fill it out, fill it out incorrectly.
We do not see a large amount of pre-applications for DL services coming in, it is great when they do come in. The pre-apps from dealerships have sped up the process of title transfer significantly.
It really doesn't change other than saves time. We only have about 10% who do the pre-application.
Our dealers utilize the pre app - we do not have full DL yet to answer for that regard
The pre application process is wonderful for dealerships and AWFUL for IRP customers. IRP customers are just clicking the buttons online. And when they walk into our office - we do not have the ability to "just fix" whatever it is they started.
It does speed up the DL application process. Clerks usually do not double-check the information the customer entered, so there are occasionally times where the information is wrong because the customer entered it incorrectly. There is still an issue with customers bringing the original documents into the office for verification.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
We have some that are using it; most when asked say they didn't know that was an option
No, but do notice a little difference at the counter when they've done them as far as preparedness especially with Real and EDL. As it takes less time verifying and entering.
we are not full drivers license do it doesn't impact us much. The few that we see in the office are great, they make the process much faster.
Not many use it, but it does speed things along.
Pre-application are useful in the processing of credentials however the impact of pre-approved can be time consuming if they are approved without full scanned images (front/Back) or if they actually not proper documentation.
maybe 5 percent
UTILIZATION OF THE PRE-APPLICATION IS FAIRLY HIGH AND DECREASES A CUSTOMER'S TIME SPENT AT THE COUNTER.
Most do this incorrectly. But it is seldom used here so not much impact.
Pre-apps work great most of the time. We have the QR code posted in our lobby and encourage the pre-app vs the paper form (but both are an option for DL customers). Dealerwork has been great with pre-apps. The efficiency outweighs the one-off situations in which the pre-app fails to work properly. I would guesstimate that less than 25% of the applications we process are pre-apps. This is definitely an area that we could use some help from DVS encouraging the use of the online pre-app.
We appreciate it when the customers do the pre-application. It helps there time at the counter go faster and helps them bring in the correct documents.
Very few customers use the pre-apps.
We don't have a lot of people that use this, but the ones that do, the application process is much shorter.
Not many people use the pre app
If they do it right it is great, if they don't read and don't complete it right it takes longer to fix and enter in the correct information.
They are able to fill out the app and save time in our office. We take time asking questions and answering questions to confirm their answers and also to make it more of a personal experience that focuses on them. We try to address our customers by name and have our names available to them to make it a friendly interaction
It makes the transactions much faster.
makes things much quicker and more efficient
Pre-applications for driver's license are helpful when customers complete properly, but only about half the time is a pre-application used.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
Transaction timing at the counter decreases if filled out correctly. If the documents are pre-verified by DVS, and a passport was one of the documents used, the preapplication will not work- which leads to additional time and frustration at the counter.
We do not have many customers who utilize the pre-application process. We spend a considerable amount of time and money on making copies of the application. It would save my office time, money and be more efficient if this was a requirement to pre-apply.
We are limited, so we don't get a ton of DL applications, but I would say less than 25% use the pre-apps. When they do use them, it significantly lessens the transaction time
Minimal users use it
The pre-application makes the Driver's license go faster and smoother. Some people do it only halfway and we still need more information from them. It is difficult when they pre-apply and they are coming new to MN with a test result, I wish they could not pre-apply, makes it more difficult.
Most pre-applications make the process quick and efficient. Sometimes, customers choose the wrong type of license or the wrong documents submitted so verification is always required but it still usually speeds up the process.
I feel we have a very small percentage that use the pre-application process. We live in a rural area and I believe that plays a role in this.
It works good. We offer Ipads as well if a customer does not have a phone.
We provide a link to the online application with our appointment setting process - when it gets used it helps us greatly in our speed of delivery BUT often when it gets used the documents that a customer uploads are not approved and the images have to be discarded and readded. Customers don't always bring them in even though they are told to and we don't know if the images are acceptable or not until the end of the transaction. Also, we have seen many occasions where documents are approved and should not have been, so we get to deliver the news that they need more documents.
The customer likes it when they have less paperwork to complete and are ready to move right into the picture and vision check and to have use verify documents if needed for driver license. It makes the customers transaction go smoother if everything is all correct.
It helps speed up the process in-office when a customer does a pre application. The problem is this is not told to the public so once they get to the office they are still using pen and paper to complete the application rather than having done it already.
We are a limited office so this does not create a huge impact for us.
Definitely the pre-app speeds the process up. The problem is very few customers use it.
when pre applications are done it saves one on one-time with the customer
The pre-application helps to have the required fields within a transaction pre-filled out so the transaction time can be completed quicker.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
Transaction timing at the counter decreases if filled out correctly. If the documents are pre-verified by DVS, and a passport was one of the documents used, the preapplication will not work- which leads to additional time and frustration at the counter.
50/50 with the efficiency of this practice. We do a lot of education on acceptable docs, which creates customer frustration.
Not many customers complete the pre-apps, so no changes to service model
It has minimal effect. If a customer has not completed a pre-application, we simply give them a paper form to complete and move on to the next customer while they are doing that. I would estimate difference in processing time on a paper application vs a pre-application is under 1 minute.
When a customer uses the pre-application process it speeds up the transaction significantly when they're in the office.
Transaction timing at the counter decreases if the form is filled out correctly. If the documents are pre-verified by DVS, and a passport was one of the documents used, the pre-application will not work, which leads to additional time a frustration at the counter.
Transaction timing at the counter decreases if filled out correctly. If the documents are pre-verified by DVS, and a passport was one of the documents used, the preapplication will not work- which leads to additional time and frustration at the counter.
Transaction timing at the counter decreases if filled out correctly. If the documents are pre-verified by DVS, and a passport was one of the documents used, the preapplication will not work properly, which leads to additional time and frustration at the counter.
Customers who pre apply we have issues with what they scan is not correct but system tells them these documents are ok. This makes the process longer and upsets customers when they are sent away because the documents were not ok.
We don't have a lot of pre-applications
It definitely helps, but it isn't even 25% of our applications.
Honestly, we have very few that pre-apply online. It does speed things up though.
They are few and far between. But they are very nice when a customer does them.
The pre-application speeds up the process when a customer comes in, however we do not see a lot of customers utilizing this feature. We also find that those who scan their documents in for pre-approval does not speed up much of the process as we still have to review everything on our end anyway.
minimal
The pre-application process is helping us speed up the time it takes to have that customer complete the process. Therefore, we can help more customers.
we actually don’t have very many customers that fill out the pre application, But when they do its a lot faster for us.
It has no impact.

Please provide information regarding the degree to which customers using the pre-application process impacts your service model
Responses
We do not get a lot of customer that do pre applications, but the ones we do get does make the process go a little faster. If it is a Real ID or EDL, most of the time we have to rescan what they tried to scan at home.
Pre-application on dealer work has been great! Pre-application on DL has seen minimal impact with this office.
Most customers don't know it is an option.
This can speed up the process if there are no glitches in the system.
it helps tremendously, for ID's and the Dealer work... helps with decreasing mistakes for sure.
Using the Pre-App significantly impacts the time
The online pre-app process makes transactions go smoothly for the most part. I double check the information entered in case they forgot to enter PO Box, voting information, donor information, lienholder information, etc. The dl paper application slows things down. People fill it out while I could be entering it directly into the system in that same timeframe.
The online application is extremely useful, and it speeds up the process of executing an application. It also enhances the customers privacy.
Most of the time when customers use the pre-application its beneficial. There are certain circumstances that customers select the wrong licenses, and we have to correct their mistakes on it. When it is filled out correctly it really does speed up everybody's process!
Sometimes when they scan documents we cant get them to go through.
It really helps when they do the pre application, but we only have about 1 in 10 that have done it.
we don't have many that do on-line. When they do use the service it does, of course, speed up the transaction
The Pre App process makes things go much smoother within the transaction.

Question 16: Please explain the extent to which MNDRIVE automated processes facilitate approvals and to what extent this impacts the services you provide.

Answered: 120

Skipped: 44

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
Not sure good or bad
It scares me because we all make mistakes and new staff are making mistakes we can't catch. If it's auto approved, there may be issues later on that can't be fixed. But I know it's nice for customers to get their titles quickly.
Unsure
We really don't see an impact from this.
I feel that the MNDRIVE system has slowed everything down. It takes us a lot longer to help our customers. It does not seem very efficient.
For the most part the automated processes are helpful, but on occasion it prohibits transaction completion or the correction of an error because of how the system was expecting the data. It would be nice to be able to make corrections up until the payment is collected.
Automated processes facilitate approvals slows it down at the counter-it can take a lot of time waiting for approval
For this office, our main concern with approvals is with the pilot. Often times we have to wait for DVS staff to approve documents prior to printing the credential. That can sometimes take up to 20-30 minutes, all while the customer is in front of us waiting.
Rarely impacts our services.
Not affecting or impacting our office currently
The automated processes does not reduce time per transaction much more than a paper application did years ago.
Printing duplicate titles is a benefit to our customers.
It helps
N/A
It hasn't been an issue at all.
Being able to print duplicate titles in-office is of great service to our customers.
It helps save time.
titles seem to get to the customers sooner, which they are happy about.
Again, we are new in this so we do not feel any differences yet
saves data entry time

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
Automated process help alleviate mistakes and streamlines services.
customers might get a title sooner
doesn't speed up the process a lot for us for dl/ it is nice that the dealer use it
pre filled forms are great because they help to cut down on service times where we can service other customers faster.
We have had customers comment on the quickness of receiving titles compared to the past
It is definitely helpful in some cases where I know when I can tell my customer fairly accurately when they'll see their title. On-site duplicate titles have been one of the best things ever done as far as I'm concerned.
Decrease the amount of time with the customer so it is more efficient.
I don't understand this question
NOT A SUPER FAN OF THE AUTOMATED TITLES FOR INSTANCE. IT WOULD BE GREAT TO HAVE THE DOUBLE CHECK OF PAPERWORK BEFORE TITLES ARE ISSUED. WE ARE HUMAN THEREFORE ERRORS DO OCCUR WHICH IS WHY IT SHOULD BE NECESSARY TO HAVE THE SECOND CHECK. ON THE OTHER HAND THE AUTOMATED PROCESSES CERTAINLY SPEED UP TIME FRAMES FOR CUSTOMERS TO OBTAIN DOCUMENTS SOONER.
In certain circumstances it speeds up the processing time for our customers.
Not sure
This helps get our titles out quicker to the customers, which we have many customers who are very satisfied with the turn around of getting titles that have been transferred in the mail. We do not have as many customers coming in wondering where their title may be.
We are able to assist more customers without increasing staff.
I do not feel the automated processes hinder our business practices.
It works great
MNDRIVE automated processes can be helpful in efficiency which is something important to me in my office.
I have noticed that some of the automated services miss some important information
Whatever can be done quickly and at the time of customer transaction that helps them to succeed to complete the transaction quickly.
it streamlines our service to our customers
MNDRIVE has given us less errors of wrong sticker and plate issues.
no clue honestly, we have heard customers say they get their stuff a lot fast than they used to.
Doesn’t really effect us in-office directly

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
The automated approval process had increased customer satisfaction and provided positive feedback from them
We don't use that often
These processes are definitely necessary for our office to complete transactions in a timely manner.
Automation has illustrated by MNDRIVE can be helpful but it does have challenges. We have had a challenge at Circle Pines where staff did not click to identify a vehicle as salvage. This resulted in a lawsuit where the office paid $3500.00 to the individual who purchased a vehicle that had been issued a clear title that should have been branded. Our staff missed it and we accept the consequences for the error--however the automated process did not catch our error either.
I appreciate the Onboarding process for new staff and the ability to update security requests quickly and easily. I also think the NSF process is great! The automated approvals for my staff, within transactions, have mixed results.
I am not sure what you mean by automated processes facilitating approvals and to what extent this impacts us
Automated forms within MNDRIVE have been amazing for time savings and have allowed us to go to a single monitor at our workstations. Automated processing at the state side has sped up the processing of titles/DLs significantly.
Very few customers use the automated process for DL applications and many times they do not bring in the documents that were submitted to the state for approval, or do not scan both sides of documents needed.
It has been great having more and more processes being automated. The fill-in forms allow a time savings and the automated processes on the state end have sped up processing of the work we do.
If you mean dup titles and disability permits, it is great that we can provide this quickly for the customers.
MnDrive works well when it is working well
Batch titles. Batch titles make for errors. There is a heavy reliance on the deputies for accuracy. And as stated above, not all offices practice the same. We are all humans, we make mistakes, we miss things, we overlook something. But those little errors, aren't reviewed by anyone else. Those documents never see a second set of eyes. So while batch titles create for faster turn around, at what cost is efficiency and accuracy considered?
The backside cueing in MNDRIVE when a correction is made or certain transactions occur is nice. Quick turnaround on some title transactions like lien releases is nice. The batch printing of titles is risky without reviews by DVS.
better service for the customer to receive titles and DL/ID faster
Pre-applications (Customer entry), EVTR (Dealer Entry) & auto approval on titles (Deputy Entry) are processes that we audit before issuance of driver license or vehicle titles. Therefore, leaving responsibility on the deputies if it's not done correctly.

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
DVS has taken a stance of they don't care about the quality and accuracy of some work. DVS is always under the eye of the legislature, one way they can make themselves and their numbers look good is to do automated processes. They don't care if the work is done properly or not, they just automate the process to skew the numbers, so it looks like their production output is great.
I think that human error needs to be accounted for however without States approval it can be a costly process to our business. Collecting data or returned documents can impact deputy offices. Sometimes to our dealerships when it happens to be lien information.
THIS HELPS CUSTOMERS IN RECEIVING THEIR TITLES, DLS SOONER. CUSTOMER SATISFACTION INCREASES. THE ONLY DOWNSIDE IS IF THERE IS AN ISSUE, WE ONLY HAVE SO MUCH TIME TO CORRECT.
I touched on this earlier. Sometimes we wait too long for these approvals. I think we should be able to override if we are provided within the transaction the explicit items required.
We aren't sure what this means - we think the only thing that gets approvals are lien releases and customers like this because it processed faster.
Being able to scan documents directly to a record for the State to review instead of them waiting for the mail helps to expedite results. It is also helpful to be able to look at what documents were submitted to figure out what is needed yet when a customer gets a letter for more requirements.
It is nice to have the automated approvals, it is the ones that don't get approved right away that need to be worked on faster. If everyone does the same training the processing should be the same. The procedures haven't changed just the computer system was updated; we still need the same paperwork today as we did 13 years ago it is just faster today with the scanning.
It does not happen often for us but when it does interfere with our services our customers are understanding and we do what we can to make it convinent for them in every and any situation. we provide a service and do our best every day to provide good service to our customers.
things go smoothly and doesn't have much backlash on us
Auto approval on titles is great for customers but critical for our staff to verify everything before submitting. Takes us longer to process because we don’t want to make a mistake. The auto approval for customers that have uploaded documents for dl does not work great. Often documents are auto approved but do not meet requirements for what the customer is applying for when they come into the office.
MNDRIVE automated processes saves my office time and money.
Customers are excited that they are getting titles back faster. The automated approval scares me sometimes just because I don't have a lot of faith in many deputies to do the transaction right or take the right docs. I was thinking that this MNDRIVE was going to be foolproof (system for dummies) and would not allow you to make a mistake, but you can sure make many mistakes in the system. I'm strict as to how my staff takes transactions and some the customers get upset about so we do a forced review so they will not be automated.

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
The yellow boxes and incomplete sections make it easy to double check yourself to ensure all required data is input. The red errors when incorrect data is used keep us from using documents that are not in compliance.
We do not feel like there has been much of an impact on this.
I am not sure what automated processes you are referring to - if the document validation (from the customer pre-application) is an automated process, that would explain the continual issues we see. If you mean NMVITS, SS, Passport verification - when they are working it certainly helps.
Sometime people just like speaking with a human voice as so many transactions and information is done automated. We get several calls as people say they want to ask questions but can't using automated processing. We only have automated to leave a call back message if no one is available to answer the incoming call. We get back to the customer as soon as someone is available to check the voice messages.
DVS did a bad job of communicating to office about this automated process and how deputies now need to be turning customers away because they have the wrong information or something was filled out incorrectly. So we as deputies need to click the force review when this happens rather than thinking DVS will be reviewing it.
Auto approvals of titles have been an issue when titles are printed immediately without capability to edit. We have asked for it to be a few days to help this issue. Auto processes like NMVITIS are great unless they go down so this auto process can be an inhibitor if it goes down. CDK outage was an example of this. We all had to shut down because this auto process went down.
automated process is a win for the customer as their transaction is approved and completed timely. training for staff is a little more in depth but benefits all involved
I see little impacts to our services. A lot of approvals we need while helping customers require a phone call to get the approval processed. The automation for issuing titles helps the customer after the fact in getting their titles sooner. Has no impact on the initial part of the transaction in which we do the front counter work.
The automated process gets customers their items faster, but there is less checks and balances.
It has almost no impact on our services. It is solely a benefit to DVS as auto-approvals take place after we've completed our work.
The automated system in theory is very nice but can also cause problems if something is being approved that shouldn't be. We have had dealerships sell a vehicle where some office's didn't charge sales tax when it should've been collected. The customer tells the dealership they're tax exempt and they process the deal without collecting tax and then when it goes to the office the clerk doesn't catch it and it gets approved. When they buy a car again and an office does catch that there should be sales tax owed they give the example of a vehicle that snuck through the system.
This has made process times faster giving staff opportunity to get through more customers.
It is almost non-existent
I don't understand this question so I don't know how to answer it. Sorry.

Please explain the extent to which MNDRIVE automated processes to facilitate approvals and to what extent this impacts the services you provide
Responses
It is very helpful. When it works.
The automated system allows customers to receive their titles and or driver's license in an acceptable time frame.
I think its been a good thing.
MNDRIVE automation allows the office to help the public more efficiently.
Customers like getting titles fast however, we have come across multiple titles and disability certificates that should not have been issued.
I love the scanning vs mailing of documents. Customers are seeing a turnaround time of 3-4 weeks in most cases versus the 4-5 months it used to take. Customers are happier and it keeps them coming back.

Question 17: Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide.

Answered: 147

Skipped: 17

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
We are not a fast track office
We do not use Fast Track at this office.
I believe I have only used fast tract a couple of times.
We only have a couple of customers that utilize Fast Track on a regular basis and the really appreciate the ability to do so.
We do not use Fast Track.
Fast Track isn't used as much anymore since the MNDRIVE.
A few customers use it but it does not affect my office
I have only had one request for Fast Track since May 2023.
Ours costumers do not request it very often.
This service is not requested very often. We could do better to ask if customers would like to take advantage of it.
Fast track has not been used as often since production time has been quicker and more reliable
WE HAVE VERY FEW SO NO IMPACT ON OUR OFFICE

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
Fast track is not a good process. Focus should be on all transactions being competed in a reasonable timeframe.
Rarely do we do fast track at Deputy 179
We only have a small volume of Fast Track transactions, perhaps that will increase, we have requests from customers for Enhanced Drivers licenses to be fast tracked but that is not an option for that service.
It hasn't been an issue at all.
Fast track is meant for insurance claims or going out of state, we don't do many.
Customers utilize fast track when they are leaving state. Does not change the way service the customer.
We do not use this often. Maybe like once a month if that.
we don't have many sometimes dealers use it.
We have not been experiencing a lot of Fast Tract service yet
we don't use Fast Track
Our customers RARELY use Fast Track and when they do it is great for the customer.
very seldom used
n/a
not many do the fast track
we only have one customer who uses the Fast Track service because he is used car dealer, so he buys and sells cars very fast.
We don't have any customers that use Fast Track that have been indicated to us
I rarely have customers that need to fast track a title. I have some that ask but their reasoning doesn't meet the 2 requirements that allows for it. I have 2 dealers that use it quite often. I have a local salvage dealer that flips all of his salvage out of state titles into his dealer name with fast track so that he knows before he sells them if they will require inspections or not. My other dealer buys vehicle out of Ohio and their titles are quite different and not accepted by IA. Due to their proximity to IA, they flip them all to their dealer name because of the amount of vehicles they sell into IA.
Approximately 5-10 a week. Duplicate titles that are issued on the spot s/b a fast track fee. It helps offices with the extra fee.
DEALERS PRIMARILY USE IT FOR TITLE ONLY TRANSACTIONS ON SALVAGE VEHICLES COMING INTO MN.
No one has used fast track for a dup dl. You are limited to MV titles. I have not done a Fast Track for months on a motor vehicle.

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
Fast Track use is minimal through our office. Usually Fast Track is requested by dealers. Only rare occasions do we have an individual request the title to be Fast Tracked.
Don't do much fast track anymore because the titles are coming faster. Hope this stays customer have been noticing.
We are not a Fast Track office.
Dealerships that putting an OOS title into the business name to get an inspection are the main ones that use the fast track option. On the occasion we have a customer ask
We currently have had no customer requesting Fast Track
Walk-in customers use this approximately once per week. The dealerships we service use it approximately 4 times per week.
NO FAST TRACK
Most customers do not request fast track but it is a nice option when available.
We do not have many Fast Track transactions in our office
NOT OFTEN
They use it when necessary and very well like it
Personally I think Fast Track shouldn't be an option and titles should be processed in the order received to create uniform processes. Having a customer wait 3 months for a refund on a Fast Track payment does not create a great image for my business
We get a few fast tracks a month, nothing that really impacts us.
Not as much anymore.
A lot of customers do not fit the criteria for expediting auto titles. We do not currently provide much expedited titles.
we do not do fast track in our office
They don’t since titles come back quickly now
not often
a handful weekly - very little impact
we don't have a lot of fast track only a couple dealers that sell out of state
does not impact me we do not have many or any that ask for it
On an average, Fast Track is requested about 2 times per week.
We don't use at all
We do not offer Fast Track
We are not a Fast Track office.

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
Fast track services are used very lightly
only 1 or 2 fast track transactions per month, so minimal impact
The Fast Track system is very much embraced by private parties and dealerships. The ability to perform duplicate titles on-site is also very much appreciated by citizens.
We process about 10 Fast Tracks a month now. It is not as big of a deal now as it used to be.
We only process between 5-10 fast track transactions per week.
Fast track is not used much as titles are coming quite quickly. Real and Enhanced licenses and ids can't use fast track, so we don't have many people using it.
Very few customers use this service. No impact to us
With services being quite a bit faster than they used to be, we don't see a lot of fast track being used. Many driver's licenses are the real and enhanced licenses that fast track is not available for.
We only have about 2% that utilize Fast Track and does not impact the service we provide.
Fast Track is a nice option in certain scenarios. We do not "sell" it to the customer and only use it if it is requested.
Fast track services is often utilized by our dealers. The general public does ask for the service and we do offer it. Some people have a scenario and others just ask. We may offer it too if we know there is a scenario that it would be beneficially to the seller/buyer/customer for a faster title.
Dealers use fast track more than customers. Mostly for vehicle sales where the paperwork was delayed on their end. It doesn't affect us much, it is a button click in a transaction. We do get an extra fee for fast tracks. NOTE: most offices provide on-demand replacement title printing, handed to the customer on-site. This should be an expedited transaction and the office should get all the expedited fees.
we don't get a lot Fast Track requests but is helpful when it is needed
Pretty much a thing of the past. Only use when a customer has needs for insurance purposes or leaving the state, which is very seldom. State made a rule a few years ago.
many banks and dealers use fast track for repossessions. a few customers use fast track for daily transactions if they are moving or need the title faster. DVS's title turn around is currently 3-4 weeks which is mainly acceptable with the public so fast tracks are down, when the state gets behind in producing titles then fast tracks will go up.
We do not offer fast track
Fast Track is nice for situation where vehicles are repo's or when needed for insurance, or if the State queues have fallen behind. I don't believe they are as common with MNDRIVE.
we do maybe 10 per week
FAST TRACK IS HELPFUL FOR INSURANCE PURPOSES, WHEN A CUSTOMER IS RESELLING OR TRADING IN, LEAVING THE STATE. WE PROCESS ON AVERAGE 5 OR LESS FAST TRACKS EACH WEEK.

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
Very seldomly used here.
Both have a minimal impact on service. Fast track is not nearly utilized to the degree it was with MNLARS and FAST. DVS turnaround times have improved for both DL/MV. Also, since doing on-site title printing, customers are able to leave with a duplicate title, which I recall a lot of fast tracks for Duplicate Titles in the past. Fast track is utilized by a lot of the same customers as well as those one-off situations in which they just want the title back faster. DL Fast Tracks are a lot more infrequent, but customer's appreciate the option.
Not many use this - Since we get an extra fee for this we would have no problem having them do this.
Very few customers us fast track
This is a big help when people need a title quickly.
I don't do Fast Track, I feel the paperwork gets processed just as fast without charging the extra $20.00 to my customers.
We dont have many FT transactions as the customers seem to be happy with the title turn around time. Our FT is used in insurance issues and leaving the state so their title is needed as soon as possible.
we don't use Fast Track
not much, more for insurance purposes
Not many fast track transactions. Customers do not meet requirements.
We don't fast track
We can no longer collect fast track fees for duplicate titles, which cuts into our revenue.
The extent of Fast Track usage in my office is minimal. It does not impact the services we provide.
We do between zero and 2 a day. Doesn't not negatively impact service.
Don't know what fast track is
We have customers that want to fast track titles, but we were told there were limitations for it so we hardly fast track title. We do not do fast track DL's.
Our customers rarely use Fast Track. When Fast Track has been used in the past, there was minimal impact.
We do not currently do Fast Track at this office
We only do about 5 per week.
We process about 3 per month - it doesn't impact much...
We currently have 3 full-time employees that are certified and the new one working of getting certified. We don't have a lot of requests for Fast Track it tends to go in phases. People don't understand why they have to pay extra to have this service why it just can't be this way all the time. The part that someone has to now sign for the delivery I think has made a difference as they are not home when deliveries are made.

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
We are not a Fast Track office but when we were this service was used by people who bought and vehicle months or years ago and then have sold it without being in their name and want to Fast Track the title for that reason.
We don’t use it as much with EVTR in place.
We have very few fast track customers.
rarely used
Fast Track is only really used for titles needing to be issued within a week. Not many people utilize this service because waiting a month isn't too bad for them and with the automated issuing titles are issued sometimes the next day without the fast track service.
Not a service that is utilized frequently. Customers appreciate having the option if necessary.
Still see a large amount of Fast Track; however with the que limit of 100 at a time, we are unable to Fast Track all that we possibly could.
Not many people request Fast Track, so little impact to our office
Customers request fast track service at a low rate and it does not factor much into our bottom line.
We have a few customers/dealers that use this service daily. For the most part it doesn't impact our business much.
We can no longer collect fast track fees for duplicate titles, which cuts into our revenue.
We can no longer collect fast track fees for duplicate titles, which cuts into our revenue.
Can no longer collect fast track fees for duplicate titles, which cuts into our revenue.
We rarely have fast track transactions.
we aren't a fast track office
It is rare, even dealerships.
We hardly do any Fast Track. It's only suggested to use if the vehicle is leaving the state or has been totaled & the insurance company needs the title.
Not very often. We don't usually advise people to pay extra to get something faster. Especially with how much it cost them. And the fact that there is no guarantee that they will get it any faster.
We have not seen many, if any, customers using Fast Track since the rollout of Fast DS and then MNDRIVE.
minimal usage over the past 2 years
Currently we rarely use fast track services.
I think Fast Track should be available at all times if people are willing to pay he extra money not just for insurance purpose or leaving he state.

Please explain the extent to which your customers use Fast Track and to what extent this impacts the services you provide
Responses
We do not get too many customers asking for Fast Track, but we notice the longer titles get behind, we get asked to do Fast Tracks. Which they are behind again.
We offer Fast Track but there has been minimal usage.
We do not offer Fast Track
used rarely but is a nice service when they need it
Very little if any Fast Track services used.
Most DLs can't be fast tracked. (real and enhanced) Lots of requests for this. Title fast tracks are often requested, but also limited at this time. A direct result of reduced income to both the state and my office revenues.
My customers rarely use fast track.
Most of the fast tracks that we do are for repossesions which is very nice. With title return times being better than MNLARS we have seen a decline in the need for fast track services.
When a customer sales a vehicle out of state and need to transfer title
as fast as the titles and dl come back I don't use them anymore2
We only have a couple of fast track transactions per week, it is nice when people need their title or license quick.
not much. a few dealers
2/10 people use fast track, this doesn't really impact our services

Question 18: Please indicate the number of full-time employees supporting DVS services at your site.

Answered: 163

Skipped: 1

Please indicate the number of full-time employees supporting DVS services at your site
Responses
6 + manager that rotates offices
6 + manager that rotates offices
5 plus manager splits time between offices
1
7
1
We currently have two full-time employees supporting DVS services at our office.

Please indicate the number of full-time employees supporting DVS services at your site
Responses
(5) FTE
9 full-time 4 part-time
17 FULL-TIME 4 Part-time
4
7
1 Full-time; 5 Part-time
1 FT 1 PT
2
3
3
12 Full-Time Employees 1 Part-time
3
2
2
6
2
2
4
4
3
1
just me
1
We have seven full-time equivalent employees.
We have 3 FTE and 1 PTE
3
3 FTE, 1 PTE
6
4 (2 in-office and 2 backup/fill-in)
1

Please indicate the number of full-time employees supporting DVS services at your site
Responses
2
3
5
1
1
5
1
5 FTE
1 FTE SUPERVISOR, 3 FTE COUNTER STAFF.
4 Full-time. Each of us have additional jobs within the city office. We cannot be compared to offices that do just MV or/and DL.
We have 4 full-time employees supporting DVS services at our office.
5
1
2
9
4
3
2
3
Currently 2 - Normally 3, in the process of hiring a 3rd
2
1
2
1
3
2
4
2
2
2

Please indicate the number of full-time employees supporting DVS services at your site
Responses
3
3
2
2
4
5.2
5
2
6
3
3 fulltime and 2 part-time
3
2 FTE, and 1 PTE
5 FTE's
7
Eagan has approximately 17 total staff with approximately 13 fte [city] has 16 total staff with 13 fte [city] has 57 total staff with approximately 40 full-time equivalents [city] has 17 staff with 14 full-time equivalents [city] License Center has 7 staff with 6 full-time equivalents
10
6.6 FTE for DVS services
6
2, hiring a 3rd
6
3 FTE, 1 PTE
2
9
2
we have 4 full-time employees
7 FTE's
3
2

Please indicate the number of full-time employees supporting DVS services at your site
Responses
14
5
SEVEN (7)
2
10
2ft, 4 pt
3
3
16
2
1
2 full-time and 1 part-time, but our part-time is available full-time when needed. January thru August we have 3 full-time. Sept thru December our part-time can be full-time as needed
1 full-time 1 part-time
2
4
12 FTE
2
18.75 FTEs
4
3 FT Motor Vehicle Title Clerks, 1 Deputy Registrar Supervisor (4 FT in total)
3 part-time DLA switching off every day as we are also deputy auditor/treasurers and have other daily tasks.
3
6 FTE Staff plus 1 FTE Supervisor
We have four MN Drive Users but we only have two working in our DMV at one-time as we also wear many different hats working for the City
6 FTE and 8 Part-Timers at 80% of FTE
12 FTEs - only DVS services approx 9
4 FTE
3 full-time people.

Please indicate the number of full-time employees supporting DVS services at your site
Responses
2
12
7 at this time
13
#001-16; #131-4; #140-3; #160-14
20 FTEs at the [city] Service Center Location (an additional 26 FTEs provide support services for all 7 locations
6
3
4
3
18 FTEs at the [city] Service Center Location
21 FTEs at the [city] Service Center Location (an additional 26 FTEs provide support services for all 7 locations)
21
3
2
7 FT
We have four full-time employees.
3
5
10
4 Full-time employees.
3
2
2 full-time employees
4
55.7
3
3
11

Please indicate the number of full-time employees supporting DVS services at your site
Responses
2
One (1)
12
2 full time, 4 part time
2
2
5
3
5