



North Carolina Division of Motor Vehicles

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION DIVISION OF MOTOR VEHICLES

# 2019-2023 STRATEGIC PLAN



The N.C. Division of Motor Vehicles Strategic Plan 2019-2023 reflects 10 months of planning by a dedicated group of employees and stakeholders. The process began in September 2018 and was finalized in June 2019. Facilitators with the UNC School of Government's Center for Public Leadership and Governance worked with a Strategic Plan Steering Committee from the Division of Motor Vehicles (DMV), this group is also referred to as the Core Team.

## The Strategic Plan Steering Committee

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Commissioner

Driver Services

Communications Office

Deputy Commissioner

Director-License and Theft

Vehicle Services

Customer Compliance

Director-Strategy, Research and Planning

Director-Driver Services

Director-Vehicle Services

Deputy Commissioner

Strategy, Research and Planning

Strategy, Research and Planning

License and Theft

Director-Business Services

Business Services

Vehicle Services

Director-Training and Development

Director-Customer Compliance

Driver Services



## A Message from the Commissioner **North Carolina** **Division of Motor Vehicles**

The N.C. Division of Motor Vehicles (DMV) serves the people of our state by ensuring that those who drive on our roads and highways are qualified to do so, and the motor vehicles they use are safe while minimally impacting the environment. The division also serves as a critical component of the state's economy as the privileges that it issues are key to people's ability to access education, jobs, health care and other opportunities. It is for these important reasons, we felt the need to develop a strategic plan to provide a road map that would successfully guide us into the future.

To assist our staff, I initiated conversations with the UNC School of Government's Center for Public Leadership and Governance about facilitating the division's strategic planning process, I committed to the idea that the plan would be informed by employee input. During the planning process we received the following feedback from employees:

- Employees need to be valued and developed to improve the organization;
- The division needs to improve its technology to better serve the public; and
- DMV needs to better convey its needs to stakeholders and the public.

To that end, I challenged a dedicated core group of DMV employees from various parts of the division to develop a strategic plan that reflects our employees' thoughts and ideas. With instructions to work collaboratively, break down walls, eliminate silos and work as if the sky is the limit on all possibilities, the Strategic Plan Steering Committee, working under the motto "DMV is on the Move," developed a plan that is bold, unique and specific to the work of our division.

I want to thank the staff and stakeholders who participated in this process. You are leaders in your respective areas and your work ensures that the DMV will be a leader among motor vehicle administrations.

These are exciting times to be a DMV team member as we have an opportunity to assist generations of North Carolinians. I am excited about what the future holds for our employees and the citizens we serve.

Our mission has never been clearer: The DMV facilitates safe mobility and access to opportunities that enhance the lives of the people who live, visit and conduct business in North Carolina. The 2019-2023 DMV Strategic Plan will enable us to focus on our mission, vision, values, goals and objectives as we move into the next chapter in the history of DMV.

Sincerely,

Torre J. Jessup

Commissioner

## Background

The N.C. Division of Motor Vehicles (DMV), a division of the Department of Transportation, administers and enforces laws regulating the operation of vehicles and the safety of North Carolina roads. The DMV issues driver, identification and vehicle credentials.

The DMV also oversees the following: managing the registration process for commercial truckers; preventing vehicle fraud and theft; managing crash report data and related records; collecting fees; and conducting administrative hearings.

More than 1,400 individuals are employed by the DMV to manage these important functions that protect the millions of citizens and visitors who travel on our roads, whether by truck, car, motorcycle, bicycle or on foot.

## DMV by the Numbers

In 2019, there were more than 7.2 million active drivers throughout the state and another 914,848 citizens had an active ID card. Some notable statistics at the end of fiscal year 2018-2019, DMV had the following:

- ✔ 115 driver license offices
- ✔ 579 examiners
- ✔ 126 privately contracted license place agencies
- ✔ 1 state-operated license plate agency
- ✔ 1,290,222 unique REAL ID customers
- ✔ 2,068,771 answered calls from the Call Center

## Our Strategic Planning Process

The DMV plays an important role in the lives of the citizens of our state. Understanding the important role of the division, staff with the assistance of the UNC School of Government's Center for Public Leadership and Governance were committed to developing a strategic



## VISION

Employee-powered  
national leader of safe  
driving and safe vehicles

## MISSION

The North Carolina Division of Motor Vehicles facilitates safe mobility and access to opportunities that enhance the lives of the people who live, visit and conduct business in North Carolina.



plan to set and direct a course for more effective and efficient service for the people of North Carolina. This strategic plan will help the DMV prepare for the future, remain relevant in the lives of North Carolinians, and help us to align the organization's mission, vision, values and goals with our actions and decisions.

DMV staff used a strategic planning process to develop our vision, mission, values, goals and objectives. It was key that we also articulate the objectives and tasks that would allow us to successfully accomplish our goals. While this plan encompasses much of what we will do over the next four years, it is not meant to describe all the work activities that the division performs.

This strategic plan communicates to our employees and stakeholders the four goal areas and the tasks that we must accomplish between 2019-2023 to keep our organization on the move. Each of the four goal areas encompass objectives and each objective has at least one task that must be completed over the next four years. The completion of these tasks will document achievement and highlight the successful work of the division.

The challenge of implementing a strategic plan is how to manage the change. A plan would not be necessary if the future you desire did not involve doing something different. We believe that the best way to undergird the planning is by involving those who will be impacted by the plan and equipping employees with the knowledge of how to execute the change.

The Center for Leadership and Governance (CPLG) at the UNC School of Government partnered with the NC Division of Motor Vehicles (DMV) to design and co-create the strategic planning process. The Commissioner wanted to build both a plan and a process that would be sustained no matter who is appointed to lead the agency. From the start, both CPLG and DMV envisioned that work would be designed and potentially redesigned with significant employee engagement and voice. Progress would be measured in multiple ways—specific deliverables, improved conditions, and changed attitudes.

Lead responsibility for the development of the plan, engagement of employees, and creation of the plan elements and measures was shifted over the course of the project so that DMV employees took greater ownership of the plan and process as the work evolved. By definition, the plan requires people to do, be, and think differently. This is not an easy shift and there is no quick fix. It is a work in progress. Building the capacity and sustaining the effort will continue to take intention, patience and time.

**PRINCIPLES FOR STRATEGIC PLANNING:**

- a) We encourage significant, meaningful Engagement by those in the organization and others clearly affected by the goals and anticipated changes.
- b) We model and encourage clients to practice Facilitative Leadership that involves and supports the work of others.
- c) We encourage Shared Learning that uses a co-equal approach to frame the questions that help the organization improve.
- d) We practice Flexibility in responding to emerging needs or unexpected opportunities.
- e) We discuss and demonstrate Accountability and Transparency and expect the client is committed to practicing the same.

**The period from September to December 2018 was our first planning phase and focused on evaluating the context and envisioning the future. DMV staff and multiple stakeholder groups were engaged in this phase.**

**SEPT. 2018** *First workshop with Core Team:*

- Completed various activities: environmental scan, forecasting, undertaking SOAR analysis
- Reviewed previous strategic planning work at DMV
- Developed communication strategies

**OCT. 2018** *Second workshop with Core Team:*

- Continued work on DMV vision, mission and values
- Identified strategic priorities

*Stakeholder engagement:*

- Interviews with Board of Transportation
- Focus groups with employees and industry partners

**NOV. 2018** *Stakeholder engagement:*

- Focus groups with employees
- Survey of partners in law enforcement, state government and local government
- Interviews with state legislators

**DEC. 2018** *Third workshop with Core Team:*

- Reviewed stakeholder data
- Finalized drafts of DMV vision, mission, values and goal areas
- Created engagement plan for employee survey

*Stakeholder engagement:*

- Survey of employees regarding Phase 1 work

**The period from January to June 2019 was our second planning phase and focused on implementing all contents of the strategic plan. Employee workshops were organized to develop meaningful objectives, tasks and measures that are necessary for the plan's implementation and success.**

**JAN 2019***Fourth workshop with Core Team:*

- Reviewed results from employee survey
- Developed expectations and outcomes for Phase Two
- Edited elements of strategic plan according to survey results
- Drafted objectives and tasks

**FEB.-MARCH 2019***A subcommittee of the Core Team created concrete plans for Phase Two workshops.**First part of employee implementation workshops:*

- Learned about performance management
- Identified strategic priorities
- Assessed Core Team's work
- Began evaluating existing measures

**APRIL 2019***Second part of employee implementation workshops:*

- Shared information gathered from discussions with work units
- Developed themes according to sections and goal areas

*Fifth workshop with Core Team:*

- Reviewed Phase Two work
- Edited objectives and further developed tasks, milestones and measures

**MAY-JUNE 2019** *Finalized tasks, measures and plan**Strategic plan finalization*

- Develop a Strategic Plan Implementation Team
- Assign jobs to Task Leaders and Task Teams

**Results of the employee workshops, stakeholder engagement meetings, the environmental scan and assessment of our Strengths, Opportunities, Aspirations and Results produced the following results.**

**DMV STRENGTHS AND ASSETS**

- DMV employees, specifically their institutional knowledge
- High level of customer service given the limited resources
- DMV is improving its online services

**INTERNAL AND EXTERNAL FACTORS THAT AFFECT PRODUCTIVITY**

- Modernization and technology
- Legislative and political changes
- Population growth and demand
- Employee morale, recruitment and retention

**A CHANGE THAT WOULD HAVE AN IMMEDIATE IMPACT**

- Improve customer service, specifically reduce wait times and adopt new technology
- Employee investment—pay, training, hiring process
- Public perception of DMV

**INITIATIVE TO BECOME MORE CUSTOMER CENTRIC**

- Improve communication with the public and establish expectations
- Adjust office hours to accommodate demand
- Involve employees in decision-making and test changes before implementing them

**INITIATIVES THAT WOULD MAKE DMV AN EMPLOYER OF CHOICE**

- Amend salary schedule to reflect increased workload
- Provide a path for advancement and promote from within
- Show employees that management and leadership care and appreciate them

**DMV OF THE FUTURE WILL NEED TO BE**

- Modernized with more technology and user-friendly
- Possibly larger or smaller in terms of number of offices and employees
- Opportunities for one-stop shop (multiple services in one location)

**IMPLEMENTATION OF THE STRATEGIC PLAN:**

Implementation of this strategic plan will occur July 1, 2019 through June 30, 2023.

This strategic plan will be implemented by the various sections of the division. Each task has a leader or team that will be responsible for ensuring that the work within the task is performed and that the task is meeting the measures and milestones that have been outlined. To allow for accountability and transparency, a governance framework has been adopted in which each task leader or team that will be supported by an implementation team consisting of staff from the Strategy, Research and Planning section. The implementation team will provide strategic support and guidance, assist with reporting outcomes and milestones to provide the leadership of the division with a quarterly status report.

The strategic plan is a living document which will be reviewed annually and modified as needed to reflect updates and progress of the work of our division staff.



# VALUES



## Safety

We provide a safe transportation network and work environment.



## Accountability

We are responsible and transparent to ourselves, our customers and our stakeholders.



## Teamwork

We work together using our diverse strengths and skills, collaborating to solve problems and serve our community.



## Diversity

We respect one another while drawing strength from our diverse opinions, ideas and experiences.



## Integrity

We earn and maintain trust through accountability, transparency and data-driven decisions.



## Customer Service

We serve our customers in a respectful, professional and timely manner.



## Innovation

We promote the development and use of new and better solutions.



## Quality

We pursue excellence in delivering our programs, services and initiatives.

# GOALS

## 1 CUSTOMER SERVICE

## 2 EMPLOYEE INVESTMENT

## 3 STAKEHOLDER RELATIONSHIPS

## 4 ORGANIZATIONAL EXCELLENCE

### GOAL 1 CUSTOMER SERVICE

Create a positive customer experience through professional communication, education and consistent application of the law

#### OBJECTIVE 1.1 MEASURE CUSTOMER SATISFACTION AT ALL SERVICE LEVELS

**TASK 1.1.1** Implement methods for measuring customer satisfaction by June 30, 2022.

**TASK 1.1.2** Improve customer satisfaction by 25 percent annually.

#### OBJECTIVE 1.2 PROVIDE OPPORTUNITIES FOR CUSTOMERS TO OBTAIN SERVICES WITHOUT VISITING AN OFFICE

**TASK 1.2.1** Implement three or more opportunities for customers to complete transactions electronically by June 30, 2023.

**TASK 1.2.2** Implement opportunities for customers to complete transactions at alternative locations by June 30, 2021.

#### OBJECTIVE 1.3 INCREASE TIMELINESS OF SERVICE

**TASK 1.3.1** Implement BEADLE initiative scorecards at all driver license offices by June 30, 2021.

**TASK 1.3.2** Reduce the percentage of wait times that are greater than two hours to less than 10 percent by June 30, 2023.

**TASK 1.3.3** Increase the percentage of transactions at driver license offices better than target to 90 percent by June 30, 2023.

**TASK 1.3.4** Implement efficiencies that reduce average customer call wait time by 50 percent by June 30, 2023.

**TASK 1.3.5** Increase appointments to 50 percent in driver license offices by June 30, 2023.

## GOAL 2

# EMPLOYEE INVESTMENT

Invest in employee growth and success

### OBJECTIVE 2.1 INCREASE EMPLOYEE EMPOWERMENT

**TASK 2.1.1** Create a Career Path for all sections of the division by Dec. 31, 2022.

### OBJECTIVE 2.2 DEVELOP EFFECTIVE MEANS OF EMPLOYEE COMMUNICATION

**TASK 2.2.1** Develop an Internal Communications Plan for effective communication throughout all facets of the division by Sept. 30, 2019.

**TASK 2.2.2** Conduct an employee engagement survey twice annually to obtain recommendations for improving the work environment beginning June 30, 2021.

**TASK 2.2.3** Implement and report employee recommended improvements based on employee engagement survey feedback.

**TASK 2.2.4** Conduct at least two town hall meetings per year with headquarters staff.

**TASK 2.2.5** Create and distribute monthly podcast by Sept. 30, 2019.

**TASK 2.2.6** Create and distribute monthly newsletter by Aug. 31, 2019

### OBJECTIVE 2.3 RECOGNIZE PERFORMANCE EXCELLENCE AND SATISFACTION

**TASK 2.3.1** Implement an Employee Recognition Award program focused on the organizational core values by Sept. 30, 2019.

**TASK 2.3.2** Identify no less than three outstanding performers quarterly for recognition in DMV On the Move newsletter.

**TASK 2.3.3** Annually appoint a diverse employee engagement committee beginning in July 2019.

### OBJECTIVE 2.4 PROVIDE TRAINING, ORIENTATION AND MENTORING

**TASK 2.4.1** Implement a division-wide mentoring program by Jan. 31, 2021.

**TASK 2.4.2** Develop and implement a DMV orientation program that provides training to all division employees by Dec. 31, 2021.

**TASK 2.4.3** Increase online course offerings by 25 percent.

**TASK 2.4.4** Align professional development training with employees' position to optimize their career objectives by Jan. 31, 2021.

**TASK 2.4.5** Develop and implement a Lean training program with the goal to have 20 percent of headquarters staff completing the appropriate level training by June 30, 2023.

### OBJECTIVE 2.5 RETAIN EMPLOYEE KNOWLEDGE

**TASK 2.5.1** Develop a desktop procedural manual for each position by June 30, 2022.

**TASK 2.5.2** Conduct an annual review of employee duties to ensure their work aligns with current job description.

**TASK 2.5.3** Evaluate attrition by distributing an exit survey to all staff who are leaving the division beginning July 2019.

**TASK 2.5.4** Obtain a 30 percent response rate on all exit surveys provided to staff who are leaving the division by June 30, 2021.

### OBJECTIVE 2.6 PROVIDE A SAFE WORKPLACE

**TASK 2.6.1** Create an employee safety committee by Sept. 30, 2019.

**TASK 2.6.2** Conduct monthly employee safety briefings beginning Oct. 31, 2019.

**TASK 2.6.3** Evaluate and update (if needed) employee safety plan measures by June 30, 2020.

**TASK 2.6.4** Decrease worker's compensation claims by 30 percent by June 30, 2023.



## GOAL 3 STAKEHOLDER RELATIONSHIPS

Build positive stakeholder relationships to increase knowledge, understanding and credibility of the DMV

### OBJECTIVE 3.1 IMPLEMENT A PROACTIVE COMMUNICATION STRATEGY

- TASK 3.1.1 Create an external communications plan by Oct. 31, 2019.
- TASK 3.1.2 Report on events of the division through communications with media outlets and trade associations beginning Jan. 31, 2020.
- TASK 3.1.3 Develop a communication and engagement strategy for internal and external stakeholders by Sept. 31, 2019 that will work to ensure that the public is prepared to do business with the DMV.

### OBJECTIVE 3.2 PROVIDE ACCURATE, VERIFIABLE AND TIMELY INFORMATION

- TASK 3.2.1 Develop a standardized process for external stakeholders to request information from the division by June 30, 2021.
- TASK 3.2.2 Create an electronic database of division reports by June 30, 2021.
- TASK 3.2.3 Develop, utilize and document quality management procedures to validate the accuracy of information provided to internal and external stakeholders by June 30, 2021.

### OBJECTIVE 3.3 DEVELOP A SYSTEM OF ACCOUNTABILITY WITH INTERNAL PARTNERS

- TASK 3.3.1 Develop operational service level agreements for all internal partners by Jan. 1, 2023.

## GOAL 4

# ORGANIZATIONAL EXCELLENCE

Embrace a model of continuous process improvement based on data-driven decisions and modern management practices

### OBJECTIVE 4.1 RELOCATE DMV HEADQUARTERS BY SEPT. 30, 2020

- TASK 4.1.1 Operationalize DMV move planning tasks weekly to include: space requirements, lease process, design, permitting, procurement, construction, move preparation, move sequencing and change management efforts ending Dec. 31, 2020.
- TASK 4.1.2 Implement monthly communication to update DMV staff on the relocation of DMV headquarters beginning in Aug. 31, 2019.
- TASK 4.1.3 Develop and implement human resource strategy to minimize attrition by Aug. 31, 2019.
- TASK 4.1.4 Decommission New Bern Avenue DMV headquarters by March 31, 2021.

### OBJECTIVE 4.2 STREAMLINE PROCESSES

- TASK 4.2.1 Complete current business process maps and develop a plan for continuous process map updates by June 30, 2022.
- TASK 4.2.2 Conduct a division-wide workload analysis by June 30, 2022.
- TASK 4.2.3 Implement workload analysis to reduce outstanding workload across DMV to less than 30 days processing time by June 30, 2023.
- TASK 4.2.4 Implement a minimum of three strategies per year to move from paper to electronic processing
- TASK 4.2.5 Identify and implement operational efficiencies that will achieve 40 percent less paper utilization by Dec. 31, 2023.
- TASK 4.2.6 Implement a continuous improvement team in every business unit by June 30, 2022.

### OBJECTIVE 4.3 DEVELOP DMV GOVERNANCE

- TASK 4.3.1 Implement electronic DMV policy structure by Sept. 30, 2020.
- TASK 4.3.2 Implement data and information management processes by Jan. 31, 2021.

### OBJECTIVE 4.4 ENHANCE ADMINISTRATIVE AND TECHNOLOGY PROCESSES

- TASK 4.4.1 Map modern strategies (efficiency improvements) for all business sections by June 30, 2022.
- TASK 4.4.2 Explore grant funding for implementation of efficiency improvements for financially reliant strategies by June 30, 2021.
- TASK 4.4.3 Implement two or more efficiency improvements in each of the business sections by June 30, 2023.
- TASK 4.4.4 Annually evaluate, analyze and prioritize the division's information technology applications to determine where modernization efforts can be initiated to enhance productivity, lower cost and reduce redundancy.

### OBJECTIVE 4.5 CONDUCT AN ORGANIZATIONAL COMPLIANCE ASSESSMENT OF EACH OF THE BUSINESS SECTIONS WITHIN THE DIVISION

- TASK 4.5.1 Division is in data management and PII compliance by June 30, 2023.
- TASK 4.5.2 Division is in HIPAA compliance by June 30, 2023.
- TASK 4.5.3 Division is in REAL ID compliance by June 30, 2023.
- TASK 4.5.4 Division is in International Registration Plan compliance by June 30, 2023.
- TASK 4.5.5 Evaluate, define and implement cash management processes by Dec. 31, 2021.

### OBJECTIVE 4.6 ADOPT INDUSTRY BEST PRACTICES ACROSS BUSINESS SECTIONS

- TASK 4.6.1 Adoption of accepted best practices where applicable by June 30, 2023.



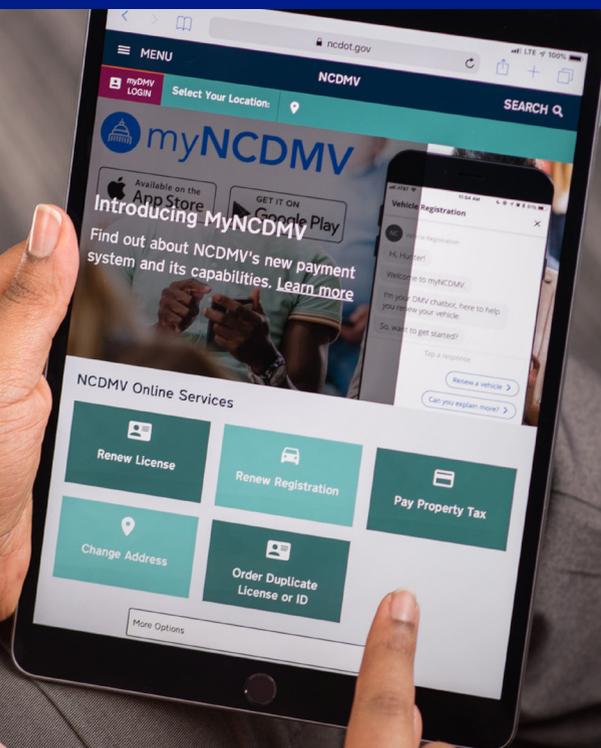
North Carolina Division of Motor Vehicles

NORTH CAROLINA  
Department of Transportation  
DIVISION OF MOTOR VEHICLES  
2019-2023 **STRATEGIC PLAN**

**Questions, comments or information about the  
DMV Strategic Plan 2019-2023, please contact:**

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