

REPORT BY THE
AUDITOR GENERAL
OF CALIFORNIA

**CALIFORNIA'S AUTOMATED VEHICLE
REGISTRATION SYSTEM AND ITS
PHONE-MAIL APPOINTMENT SYSTEM
HAVE TEMPORARILY INCONVENIENCED
SOME CITIZENS**

REPORT OF THE
OFFICE OF THE AUDITOR GENERAL

P-527

CALIFORNIA'S AUTOMATED VEHICLE REGISTRATION SYSTEM
AND ITS PHONE-MAIL APPOINTMENT SYSTEM
HAVE TEMPORARILY INCONVENIENCED SOME CITIZENS

JULY 1985



Telephone:
(916) 445-0255

STATE OF CALIFORNIA
Office of the Auditor General

Thomas W. Hayes
Auditor General

660 J STREET, SUITE 300
SACRAMENTO, CA 95814

July 17, 1985

P-527

Honorable Art Agnos, Chairman
Members, Joint Legislative
Audit Committee
State Capitol, Room 3151
Sacramento, California 95814

Dear Mr. Chairman and Members:

The Office of the Auditor General presents its report concerning the problems and inconvenience caused to citizens by the Department of Motor Vehicle's automated system for processing vehicle registration transactions and its phone-mail appointment system.

Respectfully submitted,



THOMAS W. HAYES
Auditor General

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SUMMARY

In 1980, the Department of Motor Vehicles (DMV) began implementation of a multiphased system to automate vehicle registration and driver's license transactions. The system was designed to improve customer service and reduce costs. Because the automation system was not as effective as had been anticipated, the DMV implemented a statewide phone-mail appointment system in August 1984 to alleviate some of the problems encountered during the implementation of the automation system. The new phone-mail appointment system also had problems. It was hampered by a telephone system without the capacity to handle all calls and a shortage of trained personnel at some field offices. As a result, customers at some locations in California suffered delays and inconvenience. While these problems have been corrected at some field offices, problems continue at others. The DMV has made plans to correct the remaining problems within the next few months.

The Department of Motor Vehicles' Automation Program

In 1980, the DMV implemented the first phase of its automation system to process data related to fees for automobile registrations. The DMV began implementing the second phase of its automation system in October 1983. This phase of the system enables the DMV to process vehicle registration data at the time the registration application is submitted and fees are paid. As of June 17, 1985, the DMV reported a total backlog of 68,000 vehicle registration transactions at its field offices. The DMV defines a backlogged vehicle registration as one that has been in a field office over five days.

Of the 68,000 backlogged registrations, the DMV reported that 77 percent were vehicle registration applications submitted in

"bundles" by car dealers, 16 percent were vehicle registration transactions that individual customers mailed in to field offices, and 7 percent were vehicle registration applications that were initially processed by automobile clubs and then forwarded to field offices for final processing. The DMV's backlog of unprocessed vehicle registrations developed because the DMV did not implement the automation system on schedule and did not meet its goals for processing vehicle registrations.

We visited 25 of the DMV's field offices and determined that they had accurately reported their backlog of vehicle registrations. In addition, we sampled driver's license applications at the DMV's headquarters in Sacramento and verified that there is currently no backlog of driver's license transactions.

The DMV has taken several actions to correct the problems it encountered while automating its vehicle registration system. To keep the vehicle registration backlog from escalating, the DMV has established 16 central registration centers throughout the State and at its Sacramento headquarters to process registration transactions. The DMV has also increased employee overtime in an effort to reduce the backlog, and it is improving its methods for training staff to use the automation system. Finally, the DMV has requested a \$4.8 million increase in its budget for fiscal year 1985-86 to allow its staff to work overtime on the backlog. The DMV expects to eliminate the backlog by the end of July 1985.

The Department of Motor Vehicles' Phone-Mail Appointment System

The DMV implemented a statewide appointment system in August 1984 to alleviate the problems it encountered during the implementation of the second phase of automated processing of vehicle registrations and to reduce the time customers spend at the DMV's field offices. In order to regulate the flow of customers who visit a field

office, the DMV encourages all customers to make appointments or use the mail to complete vehicle registration and driver's license transactions. However, the DMV encountered problems implementing the phone-mail appointment system because field office telephones could not handle the increased volume of telephone calls. Furthermore, the DMV's phone-mail appointment policy was not consistently implemented by the field offices.

Our review disclosed that most of the field offices are now serving customers promptly. For example, we observed customers with appointments at the 25 field offices we visited and found that they were served within 15 minutes. In addition, we telephoned 40 field offices at various times of the day to determine the length of time it takes to make an appointment for vehicle registration and driver's license transactions. We found that we were able to contact the offices with one telephone call 74 percent of the time. However, 13 of the 40 field offices we telephoned were not always able to meet the DMV's goal of providing vehicle registration and driver's license appointments within five workdays. On one occasion, a field office could schedule a driver's license appointment no sooner than eighteen workdays later.

To improve the phone-mail appointment system, the DMV has taken corrective action. The DMV received approval from the Department of Finance to hire both permanent and temporary employees to meet the needs of the phone-mail appointment system. It also received approval to purchase telephone equipment for some field offices to allow employees to answer telephone calls in the sequence they are received. The DMV also requested a \$1.6 million increase in its fiscal year 1985-86 budget to retain the permanent employees that it hired. In addition, the DMV's telecommunications planning unit has been monitoring telephone use at field offices and making recommendations for increasing telephone lines and employees. Finally, the DMV has a management team that evaluates both the automation and phone-mail appointment systems at field offices.

INTRODUCTION

The Department of Motor Vehicles (DMV) is responsible for protecting vehicle and vessel ownership and for promoting highway safety by issuing or denying driver's licenses. The DMV also provides public protection by licensing and regulating occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles as well as businesses related to driver instruction. Section 1650 of the California Vehicle Code provides the director of the DMV with the authority to administer and enforce the provisions of the California Vehicle Code that relate to the DMV.

The DMV issues evidence of and provides information on vehicle ownership and registration; collects fees; and investigates instances of stolen vehicles, fraudulent and counterfeit documents, and attempts to evade California's registration laws. In addition, the DMV licenses eligible drivers and limits or withholds driving privileges of unsafe drivers. The DMV also provides identification cards for nondrivers. Finally, the DMV licenses and regulates firms and individuals doing business in the motor vehicle industry.

The DMV operates 154 field offices throughout California as well as the headquarters in Sacramento. These field offices provide direct services to the public, including registering vehicles and processing driver's licenses. The DMV's estimated expenditures for fiscal year 1985-86 of \$286 million include a savings of \$2,896,000 that it attributes to the DMV's automated vehicle registration program.

The DMV's proposed budget for fiscal year 1985-86 is \$286 million, \$277 million of which will come from fees the DMV collects from registering vehicles and issuing driver's licenses.

SCOPE AND METHODOLOGY

This audit focused on the DMV's automated system for processing vehicle registrations and on its phone-mail appointment system. We sought to determine whether the DMV's field offices accurately report statistics of unprocessed vehicle registrations and driver's license applications. We also sought to determine how long it takes customers to make appointments with the DMV's field offices and how long customers wait in lines to be served at the field offices.

To determine whether field offices accurately report statistics of unprocessed items, we visited 25 field offices and reviewed the number of unprocessed vehicle registrations and driver's license applications at these offices. We then compared our data with the data reported by the field offices to ensure that the field offices had counted and reported all unprocessed transactions.

To determine how long it takes to make appointments with the field offices, we telephoned 40 field offices six times each at various times of the day. We recorded the number of calls required to make each appointment. To determine when appointments are available, we asked DMV operators when we might have appointments for conducting

driver's license and vehicle registration transactions. We recorded the number of workdays from the date of our call to the date of the available appointments and compared these data with the DMV's goal of providing all appointments within five days.

To determine how long customers at field offices waited for service, we observed operations at 25 field offices and noted whether customers with appointments were served within the DMV's goal of 15 minutes and whether all customers were served within the statutory limit of 30 minutes.

Finally, to determine whether the DMV's policy regarding the phone-mail appointment system is consistent at all offices and whether the DMV has taken action to correct problems with the automation system and the phone-mail appointment system, we interviewed DMV officials and staff at field offices, and we reviewed pertinent DMV directives.

ANALYSIS

I

PROBLEMS IN IMPLEMENTING THE DEPARTMENT OF MOTOR VEHICLES' AUTOMATION PROGRAM HAVE LED TO A BACKLOG OF INCOMPLETE VEHICLE REGISTRATIONS

The Department of Motor Vehicles (DMV) is implementing a program to automate the issuance of vehicle registrations and driver's licenses. The multiphased automation program is intended to improve customer service and reduce operating costs. However, the DMV's backlogs in unprocessed vehicle registrations at field offices have occurred because the DMV was unable to meet its schedule for the implementation of the automation system and its goals for promptly completing vehicle registration transactions. The DMV has taken steps that have helped to correct some of the problems it has encountered while implementing its automation program.

The DMV's Automation System

In 1980, the DMV began implementing an automated system for processing customer transactions. The system, to be completed in four phases, is intended to reduce the time customers spend at the DMV's field offices and the time required to issue vehicle registration and driver's license documents. The system is also intended to reduce the DMV's costs to process these transactions.

Before the DMV implemented the automated processing system, rate clerks at the DMV's field offices reviewed customer documents to ensure compliance with administrative and statutory requirements and calculated the amount of fees due. Cashiers collected payments from customers and issued receipts, license plates, registration stickers, or temporary registration documents. Field office staff then forwarded documents and forms to the DMV's headquarters in Sacramento where processing was completed when registration data from the documents were entered into the DMV's computer. Registration and ownership certificates were issued from the DMV headquarters in Sacramento.

The first phase of the DMV's automation system, implemented in 1980, automated the accounting data for vehicle registration fees in some field offices. The second phase of the automation system, which began in October 1983 and currently operates in 93 field offices, includes the automated accounting for registration fees and other components of the vehicle registration process. For example, registration clerks at the field offices using the automation system enter registration data from customer documents into computer terminals. The system calculates fees due to the DMV and generates permanent vehicle registration certificates. Information from the field offices is transmitted electronically to the headquarters in Sacramento to update DMV files daily.

The third phase, still in the planning stage, will automate the processing of driver's licenses and is similar to the automated

system for processing vehicle registrations. The DMV has not yet begun processing driver's licenses automatically but intends to begin a pilot project for automated processing in October 1985 and to implement automated processing on a larger scale by February 1986. The fourth phase, also not yet begun, will automate processing at the field offices presently not automated under the second phase of the program.

Section 4921 of the State Administrative Manual requires state agencies to study the feasibility of implementing data processing activities before spending funds on these activities. On December 31, 1980, the DMV submitted to the Department of Finance a feasibility report on the second phase of its automation program. On June 22, 1981, the DMV submitted a report addressing the third phase. In each of the reports, the DMV included an analysis of the costs and benefits of the automation program. The DMV estimated that the automation program for vehicle registrations and driver's licenses would save the State approximately \$9.4 million during fiscal years 1980-81 through 1984-85.

The chief of the DMV's automation project told us that the DMV has not completed a post implementation evaluation report as required by Section 4933 of the State Administrative Manual because the second phase of the automation program is not yet complete. He expects the report to be issued in fiscal year 1985-86. The purpose of the evaluation is to measure the existing costs and benefits against projected costs and benefits, the planned completion dates versus

actual completion dates, and the system's performance against the requirements set by the DMV in the original feasibility study.

Backlog of Incomplete Vehicle Registration Transactions

The DMV's implementation of the second phase of its automated processing system led to a backlog of incomplete vehicle registration transactions. The backlog developed because the DMV was unable to meet its schedule for implementing the automation system and because the DMV did not meet its goals for promptly completing vehicle registration transactions. In May 1985, the backlog reached over 100,000 transactions, but by June 17, 1985, the department reported a backlog of about 68,000 transactions. The DMV expects to eliminate this backlog by the end of July 1985.

The DMV's policy is to complete the processing of vehicle registration transactions within five days after the field offices receive the registrations. Transactions not processed within five days are counted on the last workday of the week and reported to headquarters as backlog. The DMV's first priority is to process vehicle registrations brought into the field offices by customers. The DMV places second priority on processing vehicle registrations received in the mail. The DMV assigns a third priority to applications for registration of new and used vehicles that are submitted by automobile dealers to the field offices. (The registration fees for these types of vehicles have been paid and the vehicles may be operated under

temporary registration until the DMV issues permanent registration certificates.) Finally, the DMV assigns its lowest priority to registrations processed by auto clubs. A low priority is assigned to this type of transaction because the applicants have already paid their fees and have been issued license plates, registration stickers, or temporary registration certificates.

For the week ending June 17, 1985, DMV field offices reported a backlog of 68,000 unprocessed vehicle registrations. Of the 68,000 unprocessed items in the backlog, 77 percent were unprocessed registrations brought into field offices by dealers, 16 percent were registrations received in the mail, and 7 percent were registrations received from auto clubs.

We visited 25 field offices to count backlog items and verified that field office reports of backlogs of unprocessed vehicle registrations were accurate. In some offices, we counted fewer items than field offices reported because the office staffs had processed some registrations by the time of our visit.

The DMV's backlog of unprocessed vehicle registrations has occurred because the DMV did not meet its planned schedule for implementing the system and its goals for the minimum length of time necessary to complete vehicle registration transactions. However, the DMV has taken measures to reduce the backlog and expects to eliminate the backlog entirely in July 1985.

The DMV's feasibility study report dated December 31, 1980, established June 1984 for the completion of the second phase of the automation program. However, the DMV did not meet this goal, and in March 1985, the DMV estimated that the second phase of the program would not be completed until July 1985. The chief of the DMV's automation project told us that the DMV revised its completion schedule for several reasons. He said that the Department of General Services required the DMV to use a new process for handling the request for proposal for the automation program and that bidders asked for more time to prepare their proposals. He also said that the DMV underestimated the time it needed to develop the system. Finally, he said that the lack of telephone lines and personnel affected the schedules for implementing the automation program. Reports prepared quarterly by DMV staff indicate that the telephone company did not always meet the schedules for installing telephone lines at the field offices.

Further, the DMV's chief of field services said that, because delays occurred in installing computer equipment, some employees who had been trained to use the computer equipment had to resume processing registrations manually until sufficient equipment had been installed. As a result, these employees had to be retrained to use the computer equipment when it was installed.

Backlogs also occurred because the DMV did not meet its goals for the minimum time necessary to complete vehicle registration

transactions. When the DMV implemented the second phase of its automation program, it established a goal of about six minutes for processing vehicle registration transactions. However, the DMV determined that fewer transactions than expected were processed when automated processing began. Further, the DMV's chief of field services told us that some field offices did not have enough computer terminals to catch up with growing backlogs while continuing to process new transactions. The DMV also underestimated the length of time it would take to train employees to use the automation equipment. As a result, the field office staffs could not meet vehicle registration processing goals.

During our review, we also determined that the DMV does not have a backlog of unprocessed driver's license applications either at the field offices we visited or at the headquarters in Sacramento. The headquarters is responsible for completing the processing of applications for driver's licenses and mailing the licenses to the applicants.

Corrective Action

To reduce the backlogs of unprocessed vehicle registrations, the DMV has taken several corrective actions. The DMV has established 15 facilities, called Consolidated Registration Centers (CRC's), at field offices throughout the State and at the headquarters facility. The CRC's process vehicle registrations sent to them from field offices

that have backlogs. Six of the CRC's are still operating under the first phase of the DMV's automation program, which automated only the accounting data for registration fees. However, the DMV plans to convert these CRC's to operate under the second phase of the automation program, which automates other vehicle registration information. Furthermore, the DMV plans to open four additional CRC's by September 30, 1985.

In addition, the DMV's chief of field services told us that the DMV has increased employee overtime to help reduce the backlog of vehicle registration transactions. Also, the DMV has indicated that it is developing improvements to its training program. Furthermore, the chief of the DMV's automation project said that, to enable the equipment to process data more promptly, the DMV's contractor for the computer system has developed improvements. Finally, the DMV has requested an additional \$4.8 million in the fiscal year 1985-86 budget to pay for the staff overtime required to eliminate the backlog.

II

THE DEPARTMENT OF MOTOR VEHICLES IMPLEMENTED ITS PHONE-MAIL APPOINTMENT SYSTEM BEFORE IT COULD MEET CUSTOMER DEMAND

In August 1984, the Department of Motor Vehicles implemented a statewide phone-mail appointment system to alleviate the problems it encountered in implementing the second phase of automated processing of vehicle registrations and to comply with the California Vehicle Code. However, telephones and personnel in the field offices could not handle the increased volume of telephone calls, and the DMV's appointment policy was not consistently implemented in field offices. As a result, customers at some locations in California suffered delays and inconvenience. Our review disclosed that most of the field offices are now serving customers promptly. However, 13 of the 40 field offices we telephoned did not always meet the DMV's goal of providing vehicle registration and driver's license appointments within five workdays. The DMV is taking corrective action to improve the appointment system.

The DMV's Phone-Mail Appointment System

On January 1, 1984, Section 1669 was added to the California Vehicle Code expressing the Legislature's intent that the DMV take the steps necessary to ensure that its customers wait no longer than 30 minutes in any one line to receive service. In addition, the DMV found it difficult to control field office workloads under the second phase

of automation. In an effort to alleviate the problems encountered during the implementation of the automated vehicle registration system and to comply with the California Vehicle Code, the DMV initiated the phone-mail appointment system. In September 1983, an appointment system had been tested at the Santa Barbara field office. In January and February 1984, the project was extended to 22 southern California field offices. The phone-mail appointment system was implemented statewide on August 6, 1984.

The purpose of the phone-mail appointment system is to control congestion in the field offices by regulating the flow and reducing the number of customers who visit field offices. In order to regulate the flow of customers, the DMV encourages all customers to make appointments before they visit a field office or to use the mail for transacting business. When appointments are made, the telephone calls are screened by DMV employees, and the customers are mailed the necessary forms and instructions for completing their transactions. Customers bring the completed forms and fees to the field office at the designated appointment time and conclude the transactions. The mail system alleviates the need for customers to visit a field office or to wait in a line to be assisted by DMV employees. The intent of the phone-mail appointment system is to allow the DMV to control the workload in the field offices by scheduling appointments at various intervals throughout the day in manageable numbers.

Problems in Implementing the
Phone-Mail Appointment System

The director of the DMV reported that after the phone-mail appointment system was implemented, the DMV's telephone system did not adequately handle the volume of telephone calls that some of its field offices received. In addition, the DMV had a shortage of personnel to answer the increased volume of telephone calls from customers requesting appointments. Reportedly, some customers were unable to reach some field offices by telephone because the telephone lines were constantly busy. Therefore, customers were unable to make appointments and often walked into the field offices for service, negating the purpose of the phone-mail appointment system. According to the director of the DMV, the DMV's efforts to improve service to California motorists produced short-term delays and inconvenience to some of them.

In addition, the DMV's policy for the phone-mail appointment system has not been consistently implemented in the field offices. Field offices have interpreted the appointment system policy in different ways. For example, three of the field office managers told us that customers without appointments were served only if they complained or if the transactions were emergencies and could not be handled at a later date or through the mail. However, four other field office managers told us that customers without appointments were always served on the day they came to the field office. The DMV's director told us that the DMV's policy was never intended to deny service to customers without appointments. The DMV clarified and formalized the

appointment policy by issuing a notice to all field office employees on February 28, 1985, informing the employees that denial of service is not the purpose of the phone-mail appointment system and that employees must serve every customer who comes into a field office.

We reviewed the DMV's registration and driver's license operations at 25 field offices. We observed the length of time that customers waited in the office before being served. Ninety-five percent of the customers with appointments were assisted with their vehicle registration or driver's license transaction within 15 minutes. However, at two field offices, customers without appointments waited for periods exceeding 30 minutes. Five of the field office managers reported to us that they had an unusually large number of customers without appointments as a result of news reports during the last week of May 1985. The news reports stated that appointments with the DMV were no longer mandatory and that the DMV planned to restore service to customers without appointments. Managers at two of the field offices we visited had statistics showing that the number of customers without appointments increased 30 and 65 percent, respectively, during the first two weeks of June 1985.

We also telephoned 40 of the DMV's field offices six times each at various times of the day and found that we were able to contact the offices with one telephone call 74 percent of the time. Twenty-six percent of the time, we had to make at least two attempts to contact a field office because telephone lines were busy. When we

telephoned the field offices, employees at 27 offices said they could schedule registration and driver's license appointments within five workdays. However, 13 field offices were not always able to schedule appointments within the DMV's goal of five workdays. For example, 3 southern California field offices could schedule only four of nine appointments to complete vehicle registration transactions within ten days after the telephone calls were made. Staff at one of these field offices told us they could schedule driver's license appointments no sooner than fifteen to eighteen workdays after our call. Appendix A shows the results of our attempts to schedule appointments at 40 of the DMV's field offices.

Corrective Action

To eliminate the problems the DMV is experiencing in implementing its phone-mail appointment system, the DMV received approval from the Department of Finance to spend \$785,000 to improve the phone-mail appointment system. The DMV requested these funds to hire 86 permanent and 42 temporary employees to answer telephones and perform other functions related to the appointment system. In addition, for some field offices, the DMV purchased telephone equipment to answer calls in the sequence they are received.

The DMV also requested a \$1.6 million increase in its fiscal year 1985-86 budget to maintain the 86 permanent positions authorized in March 1985 to handle the increased workload associated with the

phone-mail appointment system. In addition, the DMV's 1985-86 budget includes \$1,071,000 to purchase telephone equipment and for other expenses related to the maintenance of the appointment system.

Furthermore, the DMV has a telecommunications planning unit to monitor telephone lines at the field offices that are experiencing problems with their phone-mail appointment system. The unit uses a device to measure individual telephone line usage. The telecommunications planning unit evaluates the information and makes recommendations concerning the number of additional telephone lines and employees needed to adequately implement the phone-mail appointment system.

The DMV also established a management team to evaluate both the phone-mail appointment system and the rate at which employees process registration transactions under the second phase of automating vehicle registration at field offices. The management team gathers data through observation and prepares reports which include steps for improving field office operations. Approximately 30 days after its visit to a field office, the management team conducts a follow-up review of the appointment system to determine if problems continue to exist.

III

CONCLUSION AND RECOMMENDATIONS

The Department of Motor Vehicles' implementation of the second phase of its program to automate the issuance of vehicle registrations has led to backlogs in unprocessed vehicle registrations at field offices. As of June 17, 1985, the DMV reported a backlog of 68,000 vehicle registration transactions. The DMV's backlog of unprocessed vehicle registrations has occurred because the DMV did not implement the program on schedule and did not meet its goals for processing vehicle registration transactions. However, the DMV has taken corrective action to reduce the backlog and expects to eliminate the backlog by the end of July 1985.

In addition, the DMV encountered problems in its phone-mail appointment system. Telephones and personnel in the field offices could not handle the volume of telephone calls generated by the appointment system. Furthermore, the DMV's phone-mail appointment policy was not consistently implemented at the DMV's field offices. The DMV is taking corrective action to improve the telephone system in the field offices.

Recommendations

In automating the processing of driver's licenses, the Department of Motor Vehicles should ensure that sufficient equipment is installed at field offices and that their staffs are properly trained in the use of data processing equipment.

Furthermore, in its 60-day, 6-month, and one-year responses to the Auditor General, the DMV should report on the status of its backlog of vehicle registrations.

The Department of Motor Vehicles should monitor field office operations to ensure that its phone-mail appointment policy is consistently implemented in the field offices.

We conducted this review under the authority vested in the Auditor General by Section 10500 et seq. of the California Government Code and according to generally accepted governmental auditing standards. We limited our review to those areas specified in the audit scope section of this report.

Respectfully submitted,


THOMAS W. HAYES
Auditor General

Date: July 15, 1985

Staff: Robert E. Christophel, Audit Manager
Janice Shobar Simoni
Anthony F. Majewski
Margaret A. Peters
Donald A. Davison

1120 N Street
Sacramento
95814

(916) 445-1331

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Office of Traffic Safety

July 9, 1985

Mr. Thomas W. Hayes, Auditor General
Office of the Auditor General
660 J Street, Suite 300
Sacramento, CA 95814

Dear Mr. Hayes:

Thank you for the opportunity to review your draft report entitled
"California's Automated Vehicle Registration System and It's Phone-Mail System
Have Temporarily Inconvenienced Some Citizens".

My office and the Department of Motor Vehicles find the report is correct in
its findings and we concur in the recommendations.

We fully intend to eliminate the registration backlog by the end of July 1985.

Your recommendations and our comments follow:

Recommendation

In automating the processing of drivers licenses, the Department of Motor
Vehicles should ensure that sufficient equipment is installed at field offices
and that their staffs are properly trained in the use of data processing
equipment.

Comment

We concur. The Department is currently evaluating both Phase III and IV
schedules, equipment, and training needs. Our determination will be forwarded
to you in October 1985.

Recommendation

In its 60-day, 1-month and 1-year responses to the Auditor General, the
Department should report on the status of its backlog of vehicle registrations.

Comment

We concur. The Department has established a backlog tracking system and will
report our progress as indicated.

Recommendation

The Department of Motor Vehicles should monitor Field Office Operation to ensure that its phone-mail appointment policy is consistently implemented in the field offices.

Comment

We concur. As you indicate, the Department has already taken action to assure the phone-mail appointment policy is properly implemented. We believe the additional staff and telephone equipment will significantly assist us in providing service to the public and balancing staff to workload. We will continue to monitor the phone-mail appointment system with our management teams and appropriate follow-up.

Your consideration in this matter is appreciated. If you have any questions, please contact Jack Harper, Assistant Secretary of the Agency at 445-1321 or George E. Meese, Director of the Department of Motor Vehicles at 732-7281.

Yours truly,



KIRK WEST
Secretary

cc: Loyd Forrest, Business Transportation and Housing Agency
Jack Harper, Business Transportation and Housing Agency
George E. Meese, Department of Motor Vehicles

APPENDIX

**RESULTS OF ATTEMPTS TO SCHEDULE DRIVER'S LICENSE
AND VEHICLE REGISTRATION APPOINTMENTS
MAY 23, 1985 THROUGH JUNE 18, 1985**

<u>Field Office</u>	<u>All Appointments Scheduled Within Five Workdays</u>	<u>Some Appointments Scheduled More Than Five Workdays Later</u>
Bakersfield	X	
Bellflower*		X
Carmichael*	X	
Chula Vista		X
Compton		X
Costa Mesa*		X
Daly City	X	
El Cerrito*	X	
Escondido	X	
Fremont*	X	
Fresno	X	
Fullerton*	X	
Hawthorne*		X
Hayward*	X	
Inglewood*	X	
Long Beach*		X
Los Angeles*	X	
Los Gatos	X	
Modesto*	X	
Mountain View*	X	
Oakland*	X	
Oakland-Coliseum	X	
Oceanside	X	
Roseville*	X	
Sacramento*	X	
San Diego	X	
San Diego-Clairemont		X
San Jose*	X	
San Francisco*	X	
San Pedro*		X
Santa Ana*		X
Santa Clara*	X	
Santa Rosa	X	
South Sacramento	X	
Stockton*	X	
Torrance*		X
Upland		X
Van Nuys		X
West Covina*		X
Westminster*	X	

*Field offices that we visited.

cc: Members of the Legislature
Office of the Governor
Office of the Lieutenant Governor
State Controller
Legislative Analyst
Assembly Office of Research
Senate Office of Research
Assembly Majority/Minority Consultants
Senate Majority/Minority Consultants
Capitol Press Corps