

**REPORT OF THE
DEPARTMENT OF MOTOR VEHICLES**

**Developing an Activity Based
Costing System at the
Department of Motor Vehicles**

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 17

**COMMONWEALTH OF VIRGINIA
RICHMOND
2005**

December 1, 2004

The Honorable Mark R. Warner
Governor
The Honorable John H. Chichester, Chairman
Senate Finance Committee
The Honorable Marty E. Williams, Chairman
Senate Transportation Committee
The Honorable Vincent F. Callahan, Jr., Chairman
House Appropriations Committee
The Honorable Leo C. Wardrup, Chairman
House Transportation Committee
The Honorable Whittington W. Clement
Secretary of Transportation

Dear Sirs:

This letter transmits the report, "Developing an Activity Based Costing System at the Department of Motor Vehicles," that is required by Chapter 4 of the 2004 Acts of Assembly. The report shows the progress that the Department of Motor Vehicles has made in developing a cost allocation system based on the model provided by the Auditor of Public Accounts in his report issued in November 2003. The Auditor is issuing a separate report to meet his requirements in Chapter 4 above.

I am pleased that my staff has been able to accomplish a significant level of achievement to date on a methodology that was completely new to us. We feel assured that when completed, the model will provide accurate costs of DMV's products and services that can be used for evaluation and comparative purposes. This, in turn, will provide a means to budget our resources more effectively.

If you have any questions after reading the report, please contact me at 804.367.6606, DB.Smit@dmv.virginia.gov.

Sincerely,

D. B. Smit

Attachment

DBS/jc

copy: The Honorable Walter J. Kucharski
Auditor of Public Accounts

Background

DMV is a regulatory agency that is responsible for the granting, suspension, revocation and reinstatement of driver and vehicle licenses; regulation of motor carriers; transportation safety programs; and revenue collection. This is accomplished by approximately 1800 classified employees located across the state in 88 locations including DMV Headquarters in Richmond. Customers conduct approximately ten million transactions annually which yield \$2.1 billion dollars in revenue that funds the Commonwealth's transportation system.

DMV has made great strides in developing alternative service delivery methods using technologies such as the Internet, interactive voice response telephone systems, and self-service centers. At the same time, the agency has been very conscious of maintaining an acceptable level of service for customers that require a face-to-face transaction. The agency plans to launch a pilot campaign to increase customer use of alternative service outlets. This modest pilot campaign will test the effectiveness of direct mail in changing customer behavior and will provide a cost/benefit model that shows the amount of investment required to increase alternative service use. To measurably steer customers out of our CSCs and to alternative services, the agency must invest in promotional activities such as direct mail campaigns and other forms of paid advertising.

Direction

In the 2003 Acts of Assembly, Chapter 1042 (Appropriation Act), the Auditor of Public Accounts (APA) was directed to "...develop a cost accounting system which will accurately and completely document the true total costs, both direct and indirect, of the activities and services provided by the Department of Motor Vehicles." It was also stated that the APA was to have the assistance of the Secretary of Transportation and DMV. By the time the Act was approved in May 2003, work had already begun between the APA and DMV. An exhaustive review of activities was carried out utilizing staff from all levels of each operational area of DMV. In addition, the APA was given transaction counts and revenue totals by source to assist in the development of the cost accounting system.

In November 2003, the Auditor of Public Accounts issued a Special Report that described DMV's financial structure and provided a cost allocation model based on Activity Based Costing (ABC). The intent was that this model would provide DMV with a tool to calculate the cost of its various products and activities. This, in turn, would allow comparisons to be made as to which service delivery methods are more cost beneficial and effective. For example, is it less expensive to renew a vehicle registration using the Internet versus a face-to-face transaction in a customer service center? This tool will also provide an analysis of the agency's fees and help determine if they are sufficient to cover the cost of providing services.

Implementation

The responsibility for implementation of the model was given to DMV's chief financial officer and delegated to the controller. A staff member from Internal Audit was reassigned as the in-charge accountant to handle the analysis and day-to-day operations. This team worked with other work units, especially the Budget, Accounts Payable and

Information Technology areas, to develop the system and information-gathering procedures.

The controller and accountant conducted a review of literature on ABC methods and procedures. ABC is a proven cost allocation methodology used extensively in both the public and private sectors. As it is named, it focuses on the activities of an organization and breaks them down to cost drivers. Direct and indirect costs for each of these drivers are captured and weights are assigned based on either transaction counts or percentages of total costs. Using calculations based on this information, the cost of both an activity, for example, Driver Services, and the cost drivers, such as issuing a driver license, can be obtained.

The next step was to redesign the agency's cost structure to bring it in line with the organizational chart and also, to be more adaptive to the ABC model. To do this, it was necessary to examine each administration's organization and cost codes with the assistance of its management. This step was completed in [April](#) 2004 and resulted in establishment of [19](#) new cost codes; [416](#) existing codes being rearranged; [83](#) deleted; and, a cost structure that is much more effective [with a net total of 352](#) cost codes. A copy of [the](#) structure is included in Appendix A.

In the APA model, the cost associated with DMV's customer service centers was shown as direct overhead. This cost was allocated across the model by determining the time required by each type of transaction and the number of transactions processed. Because this is the largest cost that DMV incurs, it was necessary to validate the timing of face-to-face transactions on a statewide basis. The Center for Survey Research at the University of Virginia was engaged to carry out the timing study using sampling methods and visits to customer service centers where actual transactions were timed by trained analysts. The results of this study were given to DMV in September 2004 and selected parts are presented in Appendix B.

The next significant step was to develop the strategy for allocating direct costs and indirect costs (administration, finance, human resources, etc.) to the cost drivers. As before, consultations are being held with the management of the functional activities and the list of direct costs, and their source, for each cost driver will be developed. Indirect costs will be allocated based on the percentage of direct costs to total costs. This strategy also plans to devise a method of allocating some support costs, such as systems development, to direct costs where the costs are accumulated in a viable manner. Because the volume of transactions fluctuate significantly during a fiscal year, and because the system should generate representative cost information, a full year's data is needed. Therefore, the data for the first half of FY 2005 will be used to develop a baseline of costs. This information will be shared with the APA and other interested parties. The first full calculation of costs will be performed after the close of FY 2005 on June 30, 2005. Thereafter, it is planned that a new computation will be performed semi-annually.

Conclusion

DMV recognizes that constant refinements can be made in the ABC system to develop more detailed costs. We plan for this tool to evolve continually so as to provide more exact costs and determine costs as needed on an ad hoc basis. This will be extremely valuable for our strategic planning, decision making and performance measurement activities.

The Department of Motor Vehicles would like to thank the Auditor of Public Accounts for their time, effort and assistance in developing the ABC model. This system will be an invaluable tool to use in enhancing operations and service to the citizens of Virginia.

Appendix A

DMV Cost Code Table						
Sorted by Organizational Code						
DESCRIPTION	COST CODE	CARS ORG LEVELS				WKU
		AGY	ADM	DIV		
Commissioner's Office	100	011	001			
Information Technology Services	114	011	002			
Systems Development Div	196	011	002	001		
Systems Development Services	115	011	002	001	001	
Database Support Services	168	011	002	001	002	
UNIX Support Services	145	011	002	002		
Data Security	172	011	002	003		
E-Government Systems (EGS)	113	011	002	004		
Systems Support Group	167	011	002	005		
Operations Services Division	123	011	002	006		
Operations Services	164	011	002	006	001	
Desktop Services Group (DSG)	147	011	002	006	002	
Voice Technology Services	121	011	002	006	003	
Network Systems Section	111	011	002	006	004	
Web Services	502	011	002	007		
Hearings & JLIS Admin	160	011	003			
Hearings Office	105	011	003	001		
Judicial & Legal Info. Svcs	244	011	003	002		
Customer Service Mgmt - Support	306	011	004			
CSM - Performance/Data/Projects	309	011	004	001		
CSM - Procedures/Support	310	011	004	002		
CSM - Training	311	011	004	003		
Quality Assurance	501	011	004	004		
State Board of Elections	261	011	004	005		
Customer Service Mgmt - Admin	312	011	004	006		
Special Investigations	185	011	005			
Investigative Services	159	011	006			
Special Handling	214	011	006	001		
Security	135	011	006	002		
Law Enforcement Information Svcs.	276	011	006	003		
Field Investigations	179	011	006	004		
District 1 Investigators	348	011	006	004	001	
District 2 Investigators	351	011	006	004	002	
District 3 Investigators	352	011	006	004	003	
District 4 Investigators	356	011	006	004	004	
District 5 Investigators	357	011	006	004	005	
District 6 Investigators	359	011	006	004	006	
Federal Asset Forfeiture	254	011	006	005		

Motor Carrier Enforcement Div.	184	011	006	006		
Communications Office	104	011	007			
Human Resources	101	011	008			
Employee Services Div.	102	011	008	001		
Organiz. Devel. & Training	103	011	008	002		
Compensation & Employment Services	162	011	008	003		
Transportation Safety Administration	137	011	009			
Reporting & Evaluation Services	144	011	009	001		
Grants Management	140	011	009	002		
Program Development	161	011	009	003		
Motorcycle Rider Safety Program	235	011	009	003	001	
Financial & Administrative Services	112	011	010			
Financial Services	119	011	010	001		
Purchasing	124	011	010	001	001	
Accounts Payable	180	011	010	001	002	
Accounts Receivable	181	011	010	001	003	
Payroll	940	011	010	001	004	
Personal Property Tax Services	277	011	010	001	005	
Administrative Services	122	011	010	002		
Mail Services	129	011	010	002	001	
Printing Services	126	011	010	002	002	
Headquarters' Warehouse	178	011	010	002	003	
Decal Production Center	127	011	010	002	004	
Inserter Room	143	011	010	002	005	
Tipper	183	011	010	002	006	
Adjusting Entries for FM&AS	175	011	010	003		
Automated Payroll Reconciliation	994	011	010	003	001	
Automated Health Reconciliation	997	011	010	003	002	
Credit Card Fee Payments	283	011	010	004		
Legal and Regulatory Affairs	177	011	011			
Legal Services	148	011	011	001		
Legal Presence	106	011	011	002		
Legislative Services	152	011	012			
Budget Division	120	011	013			
Vehicle Services Administration	170	011	014			
Registration Services Division	203	011	014	001		
Special Plates & Consignment Ctr.	278	011	014	001	001	
Vehicle Renewal Automated Work Ctr.	201	011	014	001	002	
Insurance Services Division	944	011	014	002		
Data Conversion/Credit Card/Fee W.C.	223	011	014	002	001	
Centralized Accident Processing W. C.	262	011	014	002	002	
Insurance Verification Work Center	258	011	014	002	003	
Title & Dealer Services Division	241	011	014	003		
Automated Interface Work Center	215	011	014	003	001	

Dealer Licensing	205	011	014	003	002	
Title & Registration Work Center	211	011	014	004		
CVR On-Line Dealer	281	011	014	004	001	
TRIVIN On-Line Dealer	286	011	014	004	002	
Motorist Services	242	011	014	005		
Motor Carrier & Tax Services Admin.	282	011	015			
Motor Carrier & Weigh Station Admin	221	011	015	006		
Compliance Services	157	011	015	001		
Tax Services Division	190	011	015	002		
Fuels Tax Licensing & Reporting	156	011	015	002	001	
Rental Tax & Special Collections	226	011	015	002	002	
Motor Carrier Services	220	011	015	003		
Intrastate Registration & Compliance	194	011	015	003	001	
International Registration & Road Tax	195	011	015	003	002	
MCS Mileage/Hauling Permits	189	011	015	004		
Weighing Stations Division	900	011	015	005		
Weighing Station Hdqtrs	901	011	015	005	001	
Weigh Stations Technical Services	936	011	015	005	002	
Southern IRIS Mobile Unit	918	011	015	005	003	
Southern Mobile Units	919	011	015	005	004	
Northern Mobile Units	920	011	015	005	005	
Northern IRIS Mobile Unit	925	011	015	005	006	
Dahlgren Scales	902	011	015	005	007	
New Church Scales	903	011	015	005	008	
Suffolk Scales	904	011	015	005	009	
Middletown Scales	905	011	015	005	010	
Hollins Scales	906	011	015	005	011	
Aldie Scales	907	011	015	005	012	
Dumfries Scales	908	011	015	005	013	
Troutville Scales	909	011	015	005	014	
Sandston Scales	911	011	015	005	015	
Stephen City Scales	912	011	015	005	016	
Alberta Scales	913	011	015	005	017	
Bland Scales	914	011	015	005	018	
Carson Scales	915	011	015	005	019	
Financial Analy. & Reconciliation	150	011	016			
Facilities Serv & Plan Admin	173	011	017			
Facilities Services Division	174	011	017	001		
Department of Taxation	149	011	017	001	001	
DMV Headquarters	132	011	017	001	002	
Facilities Planning Division	108	011	017	002		
Transportation Services	151	011	017	003		
Information Services Admin.	130	011	019			
User Services	229	011	019	001		
Data Integrity Services	297	011	019	002		
Customer Records	249	011	019	003		
Vehicle Records Work Center	206	011	019	003	001	
Driver Records Work Center	225	011	019	003	002	

Microfilming Services	125	011	019	004		
Other Program Activities	260	011	020			
Motor Vehicle Dealer Board	210	011	020	001		
Internal Audit	188	011	021			
Driver Services Administration	216	011	022			
Driver Monitoring Division	943	011	022	001		
Court Suspension Work Center	263	011	022	001	001	
Driver Improvement Work Center	245	011	022	001	002	
Medical Review Services	231	011	022	001	003	
Driver & Commercial Licensing Serv Division	236	011	022	002		
Driver License Central Issue	141	011	022	002	001	
Driver Licensing Work Center	232	011	022	002	002	
Commercial Licensing Work Center	228	011	022	002	003	
CSM - Full Services	656	011	023			
Bristol District Manager	319	011	023	001		
Bristol CSC	623	011	023	001	001	
Vansant CSC	649	011	023	001	002	
Galax CSC	645	011	023	001	003	
Gate City CSC	650	011	023	001	004	
Tazewell CSC	639	011	023	001	005	
Norton CSC	640	011	023	001	006	
Wytheville CSC	637	011	023	001	007	
Abingdon CSC	687	011	023	001	008	
Marion CSC	658	011	023	001	009	
Bristol Training Center	972	011	023	001	010	
Clintwood CSC	663	011	023	001	011	
Jonesville CSC	664	011	023	001	012	
Lebanon CSC	665	011	023	001	013	
Christiansburg CSC	630	011	023	001	014	
Pulaski CSC	651	011	023	001	015	
Roanoke District Manager	322	011	023	002		
Bedford CSC	643	011	023	002	001	
Covington CSC	648	011	023	002	002	
Danville CSC	602	011	023	002	003	
Lynchburg CSC	604	011	023	002	004	
Martinsville CSC	633	011	023	002	005	
Rocky Mount CSC	668	011	023	002	006	
Lexington CSC	646	011	023	002	007	
Roanoke CSC	697	011	023	002	008	
Roanoke Dealer Center	699	011	023	002	009	
South Boston CSC	622	011	023	002	010	
Altavista CSC	607	011	023	002	011	
Roanoke Training Center	975	011	023	002	012	
Staunton District Manager	325	011	023	003		
Charlottesville CSC	612	011	023	003	001	
Culpeper CSC	620	011	023	003	002	
Fredericksburg/Spotsylvania CSC	634	011	023	003	003	
Woodstock CSC	644	011	023	003	004	

Stafford CSC	673	011	023	003	005	
Staunton CSC	652	011	023	003	006	
Front Royal CSC	667	011	023	003	007	
Warrenton CSC	638	011	023	003	008	
Waynesboro CSC	611	011	023	003	009	
Winchester CSC	631	011	023	003	010	
Harrisonburg CSC	632	011	023	003	011	
Harrisonburg Training Center	977	011	023	003	012	
Fairfax South District	332	011	023	004		
Alexandria CSC	600	011	023	004	001	
Woodbridge CSC	613	011	023	004	002	
Franconia CSC	614	011	023	004	003	
Manassas CSC	627	011	023	004	004	
Springfield CSC	661	011	023	004	005	
Northern VA Dealer Center	688	011	023	004	006	
Pentagon CSC	601	011	023	004	007	
Richmond District Manager	336	011	023	005		
Chester CSC	654	011	023	005	001	
Richmond Central/HQ	642	011	023	005	002	
East Henrico CSC	629	011	023	005	003	
Richmond HQ 1 Training Ctr	970	011	023	005	004	
West Henrico CSC	636	011	023	005	005	
Richmond HQ 2 Training Ctr.	971	011	023	005	006	
Headquarters Dealer Center	609	011	023	005	007	
North Henrico CSC	671	011	023	005	008	
Hopewell CSC	618	011	023	005	009	
Emporia CSC	690	011	023	005	010	
Petersburg CSC	625	011	023	005	011	
Farmville CSC	675	011	023	005	012	
South Hill CSC	695	011	023	005	013	
Chesterfield CSC	698	011	023	005	014	
Tappahannock CSC	670	011	023	005	015	
Kilmarnock CSC	669	011	023	005	016	
North Fairfax District	300	011	023	006		
Sterling CSC	653	011	023	006	001	
Tysons Corner CSC	624	011	023	006	002	
Fair Oaks CSC	660	011	023	006	003	
Fairfax/Westfields Training Ctr.	978	011	023	006	004	
Leesburg CSC	659	011	023	006	005	
Fairfax/Westfields CSC	608	011	023	006	006	
Arlington CSC	696	011	023	006	007	
Portsmouth District Manager	343	011	023	007		
Chesapeake CSC	621	011	023	007	001	
Onancock CSC	635	011	023	007	002	
Hampton CSC	603	011	023	007	003	
Newport News CSC	617	011	023	007	004	
Norfolk/Widgeon CSC	605	011	023	007	005	
Norfolk/Military Circle CSC	626	011	023	007	006	
Portsmouth CSC	606	011	023	007	007	
VA Beach/Hilltop CSC	616	011	023	007	008	
Hampton Training Center	973	011	023	007	009	
VA Beach/Buckner CSC	672	011	023	007	010	

Smithfield CSC	655	011	023	007	011	
Courtland CSC	647	011	023	007	012	
Suffolk CSC	615	011	023	007	013	
Williamsburg CSC	619	011	023	007	014	
Gloucester CSC	681	011	023	007	015	
Hampton Dealer Center	680	011	023	007	016	
Driver License Quality Assurance	515	011	023	008		
Roanoke CDL Testing	520	011	023	008	001	
Staunton CDL Testing	521	011	023	008	002	
Bristol CDL Testing	662	011	023	008	003	
Fairfax South CDL Testing	678	011	023	008	004	
Portsmouth CDL Testing	683	011	023	008	005	
Richmond CDL Testing	684	011	023	008	006	
Fairfax North CDL Testing	685	011	023	008	007	
CSM-Assisted Services	316	011	024			
Telephone Information Centers	676	011	024	001		
Customer Contact Center	230	011	024	001	001	
Altavista CIS	259	011	024	001	002	
License Agent Management	313	011	024	002		
Abingdon License Agent	382	011	024	002	001	
Independence License Agent	349	011	024	002	002	
Pearisburg (Giles Co.) License Agent	329	011	024	002	003	
Amherst License Agent	303	011	024	002	004	
Appomattox License Agent	304	011	024	002	005	
Stuart License Agent	391	011	024	002	006	
Warm Springs License Agent	400	011	024	002	007	
Charlotte Courthouse License Agent	315	011	024	002	008	
Berryville License Agent	307	011	024	002	009	
Luray License Agent	363	011	024	002	010	
Madison License Agent	364	011	024	002	011	
Highland County License Agent	369	011	024	002	012	
Lovingston License Agent	362	011	024	002	013	
Orange License Agent	374	011	024	002	014	
Town of Remington License Agent	383	011	024	002	015	
Lorton License Agent	381	011	024	002	016	
Amelia License Agent	302	011	024	002	017	
Blackstone License Agent	308	011	024	002	018	
Dillwyn License Agent	328	011	024	002	019	
Lawrenceville License Agent	355	011	024	002	020	
Mineral License Agent	361	011	024	002	021	
Palmyra License Agent	375	011	024	002	022	
Surry License Agent	393	011	024	002	023	
Victoria License Agent	397	011	024	002	024	
Caroline County License Agent	384	011	024	002	025	
King George License Agent	353	011	024	002	026	
West Point License Agent	406	011	024	002	027	
Sterling License Agent	379	011	024	002	028	
Falls Church License Agent	380	011	024	002	029	
Fairfax License Agent	387	011	024	002	030	
Purcellville License Agent	385	011	024	002	031	
Poquoson License Agent	305	011	024	002	032	

Mathews County License Agent	377	011	024	002	033	
Cape Charles License Agent	314	011	024	002	034	
Chincoteage License Agent	386	011	024	002	035	
Arlington County License Agent	301	011	024	002	036	
Capital Outlay Projects	998	011	099			

APPENDIX B

Table 1 from UVA's Transaction Timing Study, page 5

CSC Transaction Times						
	<i>Number</i>	<i>Minutes</i>				
		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std Dev</i>	<i>Precision⁴</i>
<i>Driver Services</i>						
Learner's Permit ¹	151	1.23	13.30	4.37	2.25	0.36
Road Test for DL	97	3.00	30.00	16.12	5.01	1.00
Road Test for CDL	4 ⁵	20.00	50.00	33.75	13.77	13.49
Original Driver's License ¹	119	0.48	19.12	7.60	3.92	0.70
Renew DL, straight ¹	133	0.77	6.66	2.78	1.35	0.23
Renew DL, expired ²	32	1.39	10.12	4.42	2.07	0.72
Renew DL, violations ¹	89	1.13	11.51	4.08	2.60	0.54
Knowledge Test	95	0.04	0.19	0.07	0.02	0.00
Fee Collection	44	0.06	3.26	0.76	0.77	0.23
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Address Change ³	72	0.32	4.79	1.92	0.95	0.22
Duplicate DL	58	0.47	10.12	3.43	1.82	0.47
ID Card	68	0.39	11.77	5.31	2.27	0.54
Handicap Placard	40	1.01	5.43	2.43	1.03	0.32
<i>Vehicle Services</i>						
Title only	49	1.30	7.42	4.13	1.56	0.44
Title with Stock Plates	122	1.00	16.56	5.86	2.72	0.48
Title with Ordered Plates	34	3.40	18.47	7.81	3.31	1.11
Decal Renewal	124	0.38	4.42	1.79	0.90	0.16
<i>Information Services</i>						
Information Request	55	0.54	4.54	1.72	0.90	0.24
Motor Carrier	9 ⁵	7.06	29.43	16.24	6.81	4.45
Total valid timings	1591					

¹ Timing includes application, vision test, and fee collection

² Timing includes application, vision test, proof of legal presence, and fee collection

³ Timing includes application only

⁴ Precision or confidence range at the 95% level of confidence

⁵ Precision or confidence range is large due, in part, to the small number of observations

APPENDIX B CONTINUED

Table 2 from UVA's Transaction Timing Study, page 7

Constructed Key Cost Driver Transactions

	<i>Number</i>	<i>Minutes</i>				
		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std Dev</i>	<i>Precision</i>
Learner's Permit						
Application, Vision Test, Fees	151	1.23	13.30	4.37	2.25	0.36
Knowledge Test Set-Up	95	0.04	0.19	0.07	0.02	0.00
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Column Totals		1.40	16.26	4.91	2.68	0.25
Original Driver's License						
Application, Vision Test, Fees	119	0.48	19.12	7.60	3.92	0.70
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Road Test at 40% (updated)				6.45		
Column Totals		0.61	21.89	14.52	4.32	0.48
Renewal DL, straight						
Application, Vision Test, Fees	133	0.77	6.66	2.78	1.35	0.23
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Column Totals		0.90	9.43	3.25	1.75	0.19
Renew DL, expired						
Application, Vision Test, Fees	32	1.39	10.12	4.42	2.07	0.72
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Column Totals		1.52	12.89	4.89	2.48	0.32
Renewal DL, violations						
Application, Vision Test, Fees	89	1.13	11.51	4.08	2.60	0.54
Knowledge Test Set-Up	95	0.04	0.19	0.07	0.02	0.00
Camera Station	94	0.12	2.48	0.39	0.35	0.07
Deliver Driver's License	102	0.01	0.29	0.08	0.05	0.01
Column Totals		1.30	14.47	4.62	3.02	0.30
Address Change						
Application	72	0.32	4.79	1.92	0.95	0.22
Camera Station at 41%				0.16		
Deliver Driver's License at 41%				0.03		
Total Mean Time				2.12		
