

Virginia Department of Motor Vehicles

**Report on Customer Service
2009 Virginia Acts of Assembly
Chapter 781, Item 441**

December 1, 2009

Table of Contents

1. Impacts of SB 116
2. Activity Based Costing
3. Customer Service Center Wait Times and Cost
4. Appendix
 - a. Appropriation Act Language, Chapter 781, Item 441
 - b. Activity Based Costing Results
 - c. Customer Service Data

Senate Bill 116 (2008 Session)

This is the second report on the implementation of Senate Bill 116 which was passed by the 2008 Session of the General Assembly with the intent to further promote the operational efficiency at the Department of Motor Vehicles (DMV). The bill included two main provisions: 1) an increase in the validity period of Virginia driver's licenses, and 2) an incentive based fee structure for vehicle registration renewals.

DMV implemented the requirement for an eight year validity period for driver's license renewals and original driver's licenses in July 2008. During the first year, DMV received positive feedback on the extended validity period and had a smooth implementation. This implementation allows the Department to collect the fee for eight years upfront even though the annual license fee did not increase. This revenue was critical to allow the Department to maintain service levels despite declines in overall transportation revenues for this period. After five years, the Department will have to reduce its operating costs substantially or identify other revenue sources in order to offset the decline in driver-related transactions and revenue until renewals resume in earnest after year eight. The decline in revenues will occur starting in FY 2014 and will result in fewer resources for DMV to support day to day operations. The Department will experience some cost savings from this reduction in transactions, but the degree to which that will offset the projected shortfall is unknown at this time.

To generate cost savings and reduce customer traffic in DMV's service centers, the law also established an incentive based fee structure for vehicle registration renewals. The bill included a combination of discounts and surcharges to drive transactions to low cost delivery channels. During the first year, DMV did receive some negative customer feedback, but it was minimal in the context of the overall volume of transactions. The department did experience a 32% reduction for in-person renewals. DMV's internet option saw the largest increase in demand of 57%.

From July 1, 2009 to September 30, 2009, the Department has continued to see declines in customer demand for in-person renewal, now 42% below pre-surge levels. Overall the reduction in customer traffic and reduced cost will allow the department to allocate staff resources to meet the needs of customers who require face-to-face assistance for more complex issues. The

Department will continue to monitor the progress of this program. This will be increasingly important considering the impact on customer service centers from the implementation of the Federal Real ID Act of 2005. For additional data, see the tables below:

Registration Renewal Transactions

	FY 2008	FY 2009	Percent Change
CSC	1,632,470	1,116,499	-31.6%
DMV Select	272,537	315,077	15.6%
Mail	1,886,688	1,959,826	3.9%
Internet	921,047	1,446,804	57.1%
Touchtone	79,457	112,145	41.1%
Online Dealer	23,787	26,443	11.2%
Special/DMV Direct	13,300	7,480	-43.8%
TOTAL	4,829,286	4,984,274	3.2%

MultiYear Renewals	853,158	981,551	15.0%
---------------------------	----------------	----------------	--------------

Surcharge Revenue	Amount
FY 2009	\$ 5,582,004
First Quarter FY 2010	\$ 1,256,735

Activity Based Costing

Activity Based Costing is a cost allocation methodology used extensively in both the public and private sectors. It focuses on the activities of an organization and breaks them down to separate cost activities and ultimately cost objects or outputs. Direct and indirect costs for each of the activities 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 object, such as issuing a driver license, can be obtained.

The first Activity Based Cost model was completed for FY 2005. That model is the basis for the current cost models. DMV has completed the models through FY 2008. The department continues to refine its model and has recently undertaken an effort to increase the direct allocation of expenses. In particular, the agency has allocated credit card merchant fees and a larger portion of information technology expenses. The results of the most recent model can be found at Appendix B. The report includes allocation of costs on DMV products across all DMV service areas. Additionally, the results as presented in Appendix B show the cost of services relative to the revenue that the Department generates.

Customer Service Center Wait Times and Costs

DMV operates 74 customer service centers (CSC) around the Commonwealth. CSCs vary widely in size depending on the demand for service around Virginia. DMV strives to meet the needs of all customers in a reasonable time. DMV has an established target for average wait time of 20 minutes. DMV beat that target by achieving a average wait time of 17 minutes and 44 seconds in FY 2009. While DMV is exceeding the performance target based on a statewide average, there are areas for improvement, especially in areas where individual offices have not achieved the target. Additional details on wait time by office can be found in Table 1, Appendix C.

For the future, DMV is focused on addressing wait times and new demand for service through a multi-pronged approach. Due to financial limitations, DMV will not be opening additional facilities. Instead, the Department will

increase service capacity by adding full or part time employees to existing offices to handle the in-person demand from customers. In a labor intensive operation, like customer service centers, the cost of adding large numbers of staff can be costly. However, a prudent use of resources for additional staffing ensures the public's needs are met and the agency remains within budget. There are numerous other factors that impact wait times, to include, but not limited to the transaction types, payment method, language barriers, and others. All things being constant, the calculations in Table 2, Appendix C, show the costs associated with improving wait times at the agency's service centers.

There are other approaches to reducing wait times in lieu of substantial increases in staff. The Department is continuing to promote preferred services, like the internet, touchtone, mail, and DMV Selects. These save customers time and are cost efficient alternatives compared to staffing. DMV continues to make significant progress in customer utilization of these methods and will remain focused on strategies to grow these for the future.

Although wait times are important to the public, DMV must balance the competing interest of security. Efforts to strengthen security around transactions, maximize revenue collection, and eliminate fraud require additional oversight and procedural changes. DMV is working to invest in its IT infrastructure to streamline these transactions for customers while maintaining security. This underlines the critical importance of DMV's Systems Redesign project to replace its existing 20 year old system. Other competing interests like the Federal REAL ID Act of 2005 will require additional oversight for the issuance of driver's licenses and ID cards. Customers will be impacted by these security changes, but DMV will endeavor to inform customers and streamline processes to make them as smooth and efficient as possible.

Summary

DMV understands the importance of serving the citizens and remains focused on meeting their needs in a reasonable time at a reasonable cost. Over the long term, increased reliance on the Internet, mail, and other preferred service options will be essential. The ability to leverage these alternatives is critical to keeping costs low and maintaining service levels. DMV's recent actions to reduce costs by eliminating management positions and the benefits

from Senate Bill 116 are important components that will enable DMV to weather the current economic downturn. However, in the absence of a marked improvement in economic conditions, DMV will have to take additional actions to reduce costs. Despite the wide array of challenges facing the department, DMV will endeavor to keep costs low and service levels reasonable.

Appendix Item A.

Appropriation Act Report Language

2009 Virginia Acts of Assembly

Chapter 781, Item 441

E. 1. The Department of Motor Vehicles shall report on the effectiveness of Senate Bill 116, 2008 Session of the General Assembly, to reduce the number of vehicle registration renewals undertaken in customer service centers and the increase in the number of renewals by mail and internet as well as changes in the utilization of the multi-year renewal option. Such report shall include an enumeration of the revenues generated, by type of renewal transactions, as well as a comparison of the costs to revenue for each type of renewal transaction.

2. The report shall also include an update on the cost allocation study and a proposal to provide for full allocation of all incurred costs including the administrative and operating costs of the central office and customer services centers. The update shall compare the true costs of the Department's services to the fees, penalties and other sources of revenue available to the Department. The activities to be assessed include, but are not limited to, driver services (e.g., driver's licenses, learner's licenses, identification cards, revocation/suspension, reinstatements, information maintenance and distribution), vehicle services, motor carrier services, transportation safety services, dealer services, financial assistance to localities, and support services.

3. As part of the effort to develop performance goals and strategies, the Department shall calculate the average wait time and the related average cost per transaction conducted at each customer service center. The calculations shall be included in the report, by customer service center. The calculations shall determine the impact to DMV revenues if wait times are reduced or increased by increments of five minutes. For increased wait times, the upper limit shall be an average wait time of 45 minutes. For reduced wait times, the lower limit shall be an average wait time of 10 minutes.

4. The Department shall submit reports on the status of these efforts by December 1, 2008, and December 1, 2009, to the Governor, the Secretary of Transportation, the Chairs of the Senate Committees on Transportation and Finance, and the Chairmen of the House Committees on Transportation and Appropriations.

Appendix Item B.
DMV Activity Based Costing
FY 2008 Results

DRIVER SERVICES

CSC	Transactions	Unit Cost	Total Cost
Driver's License	273,763	\$ 62.49	\$ 17,108,171
Learner's Permit	148,006	\$ 24.04	\$ 3,558,703
Commercial Learner's Permit	17,718	\$ 22.99	\$ 407,322
CDL Transferred from out of state	3,995	\$ 35.63	\$ 142,350
CDL Tested by DMV	4,598	\$ 448.39	\$ 2,061,699
CDL Tested by Third Party	1,389	\$ 35.63	\$ 49,493
Renewals, Duplicates, and Reissues-All	1,089,865	\$ 19.82	\$ 21,605,096
ID Cards	226,282	\$ 26.64	\$ 6,027,032
Disabled Placard	89,419	\$ 10.80	\$ 965,290
Various fees (reinstatement, statutory, etc.)	556,008	\$ 9.94	\$ 5,526,602
Address Change	254,861	\$ 9.55	\$ 2,435,163
		Subtotal	\$ 59,886,921

Preferred Services

Driver License-Mail In	163,367	\$ 13.48	\$ 2,201,377
Driver License -Internet	183,391	\$ 11.05	\$ 2,027,281
Driver License-Touchtone	10,316	\$ 11.05	\$ 114,037
ID Cards	3,701	\$ 10.05	\$ 37,198
Disabled Placard	43,151	\$ 7.03	\$ 303,373
Various (reinstatement, statutory, etc.)	202,474	\$ 7.42	\$ 1,501,429
Address Change	161,860	\$ 7.03	\$ 1,137,955
		Subtotal	\$ 7,322,650

TOTAL	\$ 67,209,571
REVENUE	\$ 43,421,171
DIFFERENCE	\$ (23,788,400)

VEHICLE SERVICES

CSC	Transactions	Unit Cost	Total Cost
Titles	1,383,976	\$ 18.56	\$ 25,688,761
Registrations	923,827	\$ 15.33	\$ 14,159,835
Renewals	2,031,729	\$ 8.32	\$ 16,913,185
		Subtotal	\$ 56,761,781

Preferred Services			
Titles - DMV Selects	310,692	13.63	\$ 4,235,254
Titles - Mail	114,872	12.42	\$ 1,426,491
Titles - Online/Fleet Dealer	664,822	4.05	\$ 2,689,809
Registration - DMV Select	148,488	13.19	\$ 1,958,659
Registration - Mail	27,239	13.74	\$ 374,171
Registration - Internet (plate purchase)	46,947	10.06	\$ 472,176
Registration - Online/Fleet Dealer	415,739	11.53	\$ 4,792,371
Renewal - DMV Selects	340,227	6.19	\$ 2,105,273
Renewal - Mail	1,901,339	3.72	\$ 7,081,057
Renewal - Internet	935,326	3.53	\$ 3,297,806
Renewal - Touchtone	79,457	3.53	\$ 280,152
Renewal - Online/Fleet Dealer	216,823	4.52	\$ 981,019
			\$ 29,694,238

TOTAL	\$	86,456,019
REVENUE	\$	92,991,430
DIFFERENCE	\$	6,535,411

MOTOR CARRIER AND TAX SERVICES

CSC and MCSC	Transactions	Unit Cost	Total Cost
IFTA Credentialing	4,850	\$ 171.52	\$ 831,895
IRP Plates	29,316	\$ 154.74	\$ 4,536,489
Trucks Weighed	17517329	\$ 0.95	\$ 16,702,945
Subtotal			\$ 22,071,329
Preferred Services			
IFTA Credentialing - WebCat/HQ	3,737	\$ 118.18	\$ 521,059
IRP Plates	12,151	\$ 111.92	\$ 1,323,114
IFTA Tax Reports	28,080	\$ 52.07	\$ 1,477,169
Intrastate and Interstate Operating Authority	30083	\$ 31.18	\$ 937,856
Hauling Permits	100261	\$ 13.18	\$ 1,321,627
Subtotal			\$ 5,580,825
Tax Services			
Rental Tax Returns	5,652	\$ 61.21	\$ 345,942
Fuels Tax Returns	9,577	\$ 254.42	\$ 2,436,562
Subtotal			\$ 2,782,504
TOTAL			\$ 30,434,658
REVENUE			\$ 24,909,425
DIFFERENCE			\$ (5,525,233)

INFORMATION SERVICES

CSC	Transactions	Unit Cost	Total Cost
Records	270979	\$ 8.28	\$ 2,244,192
Subtotal			\$ 2,244,192
Preferred Services			
Records - Virginia Interactive	29501901	\$ 0.04	\$ 1,149,896
Records - Internet	48564	\$ 0.04	\$ 1,893
Records - External User	19732184	\$ 0.04	\$ 882,983
Records - Touchtone	442	\$ 0.04	\$ 17
Records - Customer Records (HQ)	13413986	\$ 0.12	\$ 1,613,270
Records - Mail	77152	\$ 13.63	\$ 1,051,636
Records - DMV Selects	17409	\$ 5.95	\$ 103,605
Subtotal			\$ 4,803,300
TOTAL			\$ 7,047,492
REVENUE			\$ 32,690,648
DIFFERENCE			\$ 25,643,156

Appendix Item C.

DMV Customer Service Data

Table 1, Appendix C
 FY 2009 Average Transaction Cost and Average Wait Time

DISTRICT	OFFICE	AVERAGE TRANSACTION COST FY 2009	FY 2009 AVERAGE WAIT TIME
Bristol District	Abingdon	\$ 22.88	0:07:26
Bristol District	Bristol	\$ 18.25	0:05:44
Bristol District	Clintwood	\$ 27.07	0:05:58
Bristol District	Galax	\$ 14.46	0:05:54
Bristol District	Gate City	\$ 15.94	0:05:38
Bristol District	Jonesville	\$ 17.05	0:05:22
Bristol District	Lebanon	\$ 13.98	0:13:12
Bristol District	Marion	\$ 20.44	0:03:40
Bristol District	Norton	\$ 13.61	0:09:44
Bristol District	Pulaski	\$ 15.52	0:04:36
Bristol District	Tazewell	\$ 17.74	0:04:56
Bristol District	Vansant	\$ 20.90	0:05:42
Bristol District	Wytheville	\$ 14.99	0:04:00
DISTRICT AVERAGE		\$ 17.45	0:06:20

Fairfax North District	Arlington	\$ 21.49	0:20:02
Fairfax North District	Fair Oaks Mall	\$ 16.97	0:23:30
Fairfax North District	Fairfax Westfields	\$ 17.67	0:21:50
Fairfax North District	Leesburg	\$ 19.55	0:18:04
Fairfax North District	Sterling	\$ 15.36	0:24:20
Fairfax North District	Tyson's Corner	\$ 17.05	0:30:04
DISTRICT AVERAGE		\$ 18.18	0:23:18

Fairfax South District	Alexandria	\$ 19.01	0:17:36
Fairfax South District	Franconia	\$ 19.98	0:18:40
Fairfax South District	Fredericksburg	\$ 16.94	0:28:34
Fairfax South District	Springfield Mall	\$ 21.89	0:19:08
Fairfax South District	Stafford	\$ 21.13	0:14:38
Fairfax South District	Woodbridge	\$ 21.08	0:23:16
Fairfax South District	Manassas	\$ 18.17	0:18:50
DISTRICT AVERAGE		\$ 19.57	0:20:26

Table 1, Appendix C
 FY 2009 Average Transaction Cost and Average Wait Time

DISTRICT	OFFICE	AVERAGE TRANSACTION COST	FY 2009 AVERAGE WAIT TIME
Portsmouth District	Chesapeake	\$ 17.29	0:17:52
Portsmouth District	Courtland	\$ 16.74	0:08:58
Portsmouth District	Gloucester	\$ 16.03	0:15:08
Portsmouth District	Hampton	\$ 13.50	0:23:42
Portsmouth District	Newport News	\$ 16.67	0:25:46
Portsmouth District	Norfolk Military	\$ 13.49	0:16:08
Portsmouth District	Norfolk Widgeon	\$ 13.70	0:14:46
Portsmouth District	Onancock	\$ 15.62	0:06:28
Portsmouth District	Portsmouth	\$ 17.68	0:24:08
Portsmouth District	Smithfield	\$ 13.23	0:14:46
Portsmouth District	Suffolk	\$ 14.42	0:14:36
Portsmouth District	VA Beach Buckner	\$ 14.18	0:21:16
Portsmouth District	VA Beach Hilltop	\$ 16.32	0:24:28
Portsmouth District	Williamsburg	\$ 13.86	0:25:24

DISTRICT AVERAGE \$ 15.15 0:19:48

Richmond District	Chester	\$ 14.40	0:12:50
Richmond District	Chesterfield	\$ 12.11	0:27:16
Richmond District	East Henrico	\$ 10.42	0:16:10
Richmond District	Emporia	\$ 20.27	0:02:44
Richmond District	Farmville	\$ 14.60	0:04:42
Richmond District	Hopewell	\$ 13.91	0:19:38
Richmond District	Kilmarnock	\$ 18.78	0:02:26
Richmond District	North Henrico	\$ 11.64	0:24:14
Richmond District	Petersburg	\$ 12.21	0:15:54
Richmond District	Richmond	\$ 12.94	0:23:56
Richmond District	South Hill	\$ 17.46	0:08:44
Richmond District	Tappahannock	\$ 13.66	0:05:52
Richmond District	West Henrico	\$ 13.29	0:20:54

DISTRICT AVERAGE \$ 13.18 0:18:16

Table 1, Appendix C
 FY 2009 Average Transaction Cost and Average Wait Time

DISTRICT	OFFICE	AVERAGE TRANSACTION COST	FY 2009 AVERAGE WAIT TIME
Roanoke District	Altavista	\$ 17.51	0:11:00
Roanoke District	Bedford	\$ 13.80	0:13:20
Roanoke District	Christiansburg	\$ 14.05	0:10:52
Roanoke District	Covington	\$ 14.84	0:04:18
Roanoke District	Danville	\$ 13.79	0:12:04
Roanoke District	Lynchburg	\$ 13.72	0:09:50
Roanoke District	Martinsville	\$ 16.91	0:11:00
Roanoke District	Roanoke	\$ 14.56	0:15:20
Roanoke District	Rocky Mount	\$ 14.19	0:09:28
Roanoke District	South Boston	\$ 15.07	0:08:48
DISTRICT AVERAGE		\$ 14.66	0:11:36

Staunton District	Charlottesville	\$ 15.45	0:24:22
Staunton District	Culpeper	\$ 15.14	0:08:24
Staunton District	Front Royal	\$ 9.75	0:09:56
Staunton District	Harrisonburg	\$ 13.26	0:18:14
Staunton District	Lexington	\$ 17.63	0:08:08
Staunton District	Staunton	\$ 14.90	0:12:24
Staunton District	Warrenton	\$ 13.55	0:15:22
Staunton District	Waynesboro	\$ 13.96	0:21:48
Staunton District	Winchester	\$ 12.19	0:12:10
Staunton District	Woodstock	\$ 12.74	0:06:14
DISTRICT AVERAGE		\$ 13.75	0:15:20

STATEWIDE AVERAGE \$ 15.77 0:17:44

Table 2, Appendix C
Cost to Effect Wait Times by Office

BRISTOL DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Abingdon	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015
Bristol	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523
Clintwood	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Galax	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523	-\$30,030
Gate City	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jonesville	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lebanon	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Marion	\$0	-\$6,795	\$0	\$0	\$0	\$0	\$0	\$0
Norton	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523
Pulaski	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015
Tazewell	\$0	-\$7,508	-\$7,508	-\$11,261	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Vansant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wytheville	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523	-\$22,523
TOTAL	\$0	-\$29,318	-\$52,553	-\$71,322	-\$90,091	-\$112,614	-\$127,629	-\$150,152

FAIRFAX NORTH DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Arlington	\$57,020	\$29,250	\$12,536	\$0	-\$20,893	-\$29,250	-\$37,607	-\$48,663
Fair Oaks Mall	\$43,669	\$26,201	\$17,468	\$0	-\$8,734	-\$26,201	-\$34,935	-\$43,669
Fairfax Westfields	\$25,071	\$16,714	\$8,357	\$0	-\$8,357	-\$16,714	-\$25,071	-\$25,071
Leesburg	\$16,714	\$8,357	\$0	-\$8,357	-\$16,714	-\$16,714	-\$25,071	-\$33,428
Sterling	\$25,071	\$16,714	\$8,357	\$0	-\$8,357	-\$16,714	-\$16,714	-\$25,071
Tyson's Corner	\$77,912	\$52,841	\$41,785	\$25,071	\$8,357	\$0	-\$8,357	-\$16,714
TOTAL	\$245,456	\$150,077	\$88,502	\$16,714	-\$54,697	-\$105,593	-\$147,755	-\$192,615

FAIRFAX SOUTH DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Alexandria	\$33,428	\$16,714	\$0	-\$12,536	-\$25,071	-\$33,428	-\$41,785	-\$52,841
Franconia	\$25,071	\$16,714	\$0	-\$8,357	-\$16,714	-\$25,071	-\$33,428	-\$41,785
Fredericksburg	\$41,785	\$25,071	\$16,714	\$8,357	\$0	-\$8,357	-\$8,357	-\$16,714
Manassas	\$25,071	\$16,714	\$0	-\$4,179	-\$16,714	-\$25,071	-\$33,428	-\$41,785
Springfield Mall	\$34,935	\$17,468	\$0	-\$8,734	-\$17,468	-\$34,935	-\$43,669	-\$55,102
Stafford	\$16,714	\$8,357	\$0	-\$4,179	-\$8,357	-\$16,714	-\$16,714	-\$25,071
Woodbridge	\$37,607	\$20,893	\$12,536	\$0	-\$12,536	-\$20,893	-\$29,250	-\$37,607
TOTAL	\$214,611	\$121,930	\$29,250	-\$29,626	-\$96,859	-\$164,469	-\$206,630	-\$270,904

Table 2, Appendix C
Cost to Effect Wait Times by Office

PORTSMOUTH DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Chesapeake	\$16,714	\$8,357	\$0	-\$4,179	-\$8,357	-\$16,714	-\$25,071	-\$25,071
Courtland	\$0	\$0	\$0	-\$3,398	-\$6,795	-\$6,795	-\$6,795	-\$13,590
Gloucester	\$7,508	\$7,508	\$0	\$0	\$0	-\$7,508	-\$7,508	-\$7,508
Hampton	\$29,250	\$20,893	\$12,536	\$0	-\$4,179	-\$12,536	-\$20,893	-\$20,893
Newport News	\$16,714	\$16,714	\$8,357	\$4,179	\$0	-\$8,357	-\$8,357	-\$16,714
Norfolk Military	\$16,714	\$8,357	\$0	-\$4,179	-\$16,714	-\$16,714	-\$25,071	-\$33,428
Norfolk Widgeon	\$15,015	\$7,508	\$0	-\$7,508	-\$15,015	-\$22,523	-\$22,523	-\$30,030
Onancock	\$0	\$0	\$0	-\$7,645	-\$7,645	-\$7,645	-\$7,645	-\$15,289
Portsmouth	\$16,714	\$16,714	\$8,357	\$0	\$0	-\$8,357	-\$16,714	-\$16,714
Smithfield	\$6,795	\$6,795	\$0	\$0	\$0	\$0	\$0	\$0
Suffolk	\$7,508	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015
Virginia Beach Bucker	\$25,071	\$16,714	\$8,357	\$0	-\$8,357	-\$16,714	-\$16,714	-\$25,071
Virginia Beach Hilltop	\$25,071	\$16,714	\$8,357	\$4,179	\$0	-\$8,357	-\$8,357	-\$16,714
Williamsburg	\$15,015	\$7,508	\$7,508	\$0	\$0	-\$7,508	-\$7,508	-\$15,015
TOTAL	\$198,088	\$133,781	\$53,471	-\$26,057	-\$74,569	-\$147,234	-\$188,170	-\$251,053

RICHMOND DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Chester	\$8,357	\$0	-\$8,357	-\$16,714	-\$25,071	-\$25,071	-\$33,428	-\$41,785
Chesterfield	\$61,198	\$41,785	\$33,428	\$16,714	\$0	-\$8,357	-\$16,714	-\$25,071
East Henrico	\$16,714	\$8,357	\$0	-\$8,357	-\$16,714	-\$25,071	-\$25,071	-\$25,071
Emporia	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Farmville	\$0	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523	-\$30,030	-\$30,030
Hopewell	\$25,071	\$16,714	\$8,357	\$0	\$0	-\$8,357	-\$8,357	-\$8,357
Kilmarnock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
North Henrico	\$20,893	\$12,536	\$4,179	\$0	-\$12,536	-\$12,536	-\$20,893	-\$29,250
Petersburg	\$8,357	\$8,357	\$0	-\$4,179	-\$8,357	-\$16,714	-\$16,714	-\$16,714
Richmond	\$37,607	\$29,250	\$12,536	\$0	-\$12,536	-\$20,893	-\$29,250	-\$37,607
South Hill	\$0	\$0	-\$6,795	-\$10,193	-\$13,590	-\$13,590	-\$20,386	-\$20,386
Tappahannock	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523
West Henrico	\$29,250	\$20,893	\$12,536	\$0	-\$4,179	-\$12,536	-\$20,893	-\$29,250
TOTAL	\$207,446	\$122,875	\$25,852	-\$60,266	-\$138,028	-\$195,677	-\$259,273	-\$308,565

Table 2, Appendix C
Cost to Effect Wait Times by Office

ROANOKE DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Altavista	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523
Bedford	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523
Christiansburg	\$7,508	\$0	-\$7,508	-\$15,015	-\$22,523	-\$30,030	-\$30,030	-\$37,538
Covington	\$0	-\$7,508	-\$7,508	-\$7,508	-\$7,508	-\$7,508	-\$7,508	-\$7,508
Danville	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Lynchburg	\$8,357	\$0	-\$8,357	-\$16,714	-\$25,071	-\$33,428	-\$41,785	-\$41,785
Martinsville	\$7,508	\$0	\$0	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Rocky Mount	\$33,428	\$16,714	\$0	-\$12,536	-\$25,071	-\$41,785	-\$52,841	-\$61,198
South Boston	\$0	-\$7,508	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523
Roanoke	\$0	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523
TOTAL	\$56,800	\$1,699	-\$60,910	-\$96,818	-\$162,756	-\$202,842	-\$244,778	-\$283,165

STAUNTON DISTRICT	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
Charlottesville	\$25,071	\$16,714	\$8,357	\$0	-\$8,357	-\$8,357	-\$16,714	-\$25,071
Culpeper	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523	-\$30,030
Front Royal	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523
Harrisonburg	\$8,357	\$0	\$0	-\$8,357	-\$16,714	-\$16,714	-\$25,071	-\$25,071
Lexington	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Staunton	\$7,508	\$0	-\$7,508	-\$7,508	-\$15,015	-\$15,015	-\$22,523	-\$22,523
Warrenton	\$15,015	\$7,508	\$0	\$0	-\$7,508	-\$7,508	-\$7,508	-\$15,015
Waynesboro	\$6,795	\$6,795	\$0	\$0	-\$6,795	-\$6,795	-\$13,590	-\$13,590
Winchester	\$8,357	\$0	\$0	-\$8,357	-\$8,357	-\$8,357	-\$16,714	-\$16,714
Woodstock	\$0	-\$6,795	-\$6,795	-\$6,795	-\$6,795	-\$6,795	-\$6,795	-\$6,795
TOTAL	\$71,103	\$9,206	-\$28,469	-\$68,555	-\$107,079	-\$122,094	-\$168,976	-\$199,856

STATEWIDE	10 Min	15 Min	20 Min	25 Min	30 Min	35 Min	40 min	45 Min
TOTAL	\$993,504	\$510,250	\$55,143	-\$335,931	-\$724,079	-\$1,050,523	-\$1,343,210	-\$1,656,310