

Chapter 5 - Department of Customer Services

The Department of Customer Services (CSD) provides the public with information about city programs, administers the Motor Vehicles, Licensing and Permits program, and operates Satellite City Halls and driver licensing stations island-wide.

The department's goals are to:

- Increase the variety of transactions offered at the various CSD service centers around O'ahu;
- Improve service centers to facilitate one-stop service;
- Automate processes to increase efficiency and convenience;
- Educate the public on available electronic-based services so that more transactions can occur *online* instead of *in-line*; and
- Cross-train staff to improve processing capability.

The department's administration provides policy guidance, direction, and administrative support to the following departmental programs:

Public Communication

- Disseminates information to the public
- Processes inquiries and complaints
- Oversees the reference center, records management, and archives programs

Motor Vehicle, Licensing and Permits

- Processes vehicle registrations
- Issues driver and business licenses
- Administers motor vehicle inspection programs

Satellite City Hall

- Provides essential city government services and information through nine storefront offices around O'ahu

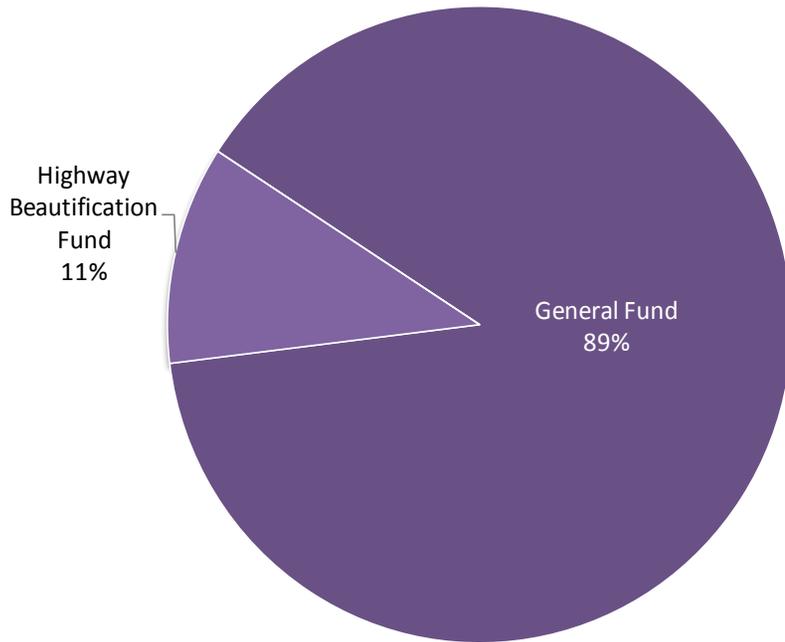


To provide the highest quality of service to the public, whether in person, by phone, or electronically.

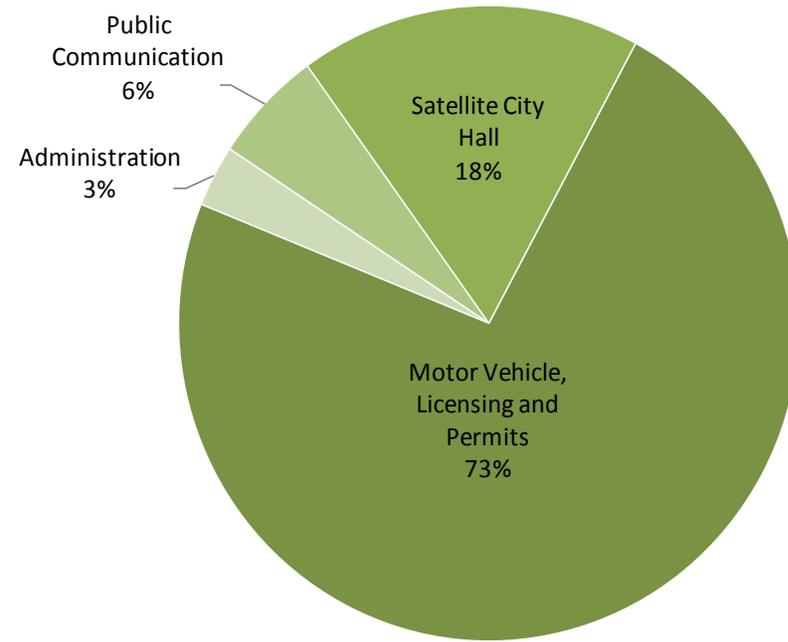
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2015	\$160.31	\$20.78	278	30	\$74,741	\$201,001	\$192,913
FY 2016	\$163.15	\$22.58	279	43	\$80,918	\$163,407	\$163,288
FY 2017	\$164.47	\$23.37	279	42	\$83,765	\$170,123	\$160,035
FY 2018	\$186.81	\$22.93	279	35	\$82,179	\$301,206	\$297,523
FY 2019	\$212.56	\$24.29	279	30	\$87,061	\$299,621	\$291,487
Change from last year	14%	6%	0%	-14%	6%	-1%	-2%
Change over last 5 years	33%	17%	<1%	0%	16%	49%	51%

Source: Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



\$24.29 M ▲ **6%**

Over the past year operating expenditures increased 6% from to \$22.93 million to \$24.29 million. The increase is attributed to the mandated collective bargaining unit contract terms and efforts to fill vacant positions.

Operating Expenditures



Vacant FTE

30 FTE ▼ **14%**

The total vacant full time employees decreased 14% since FY 2018. According to CSD, this is due to concentrated recruitment efforts to increase service to the public with more appointment slots at all of its service centers.



Overtime Expenditures

\$299 K ▼ **1%**

Overtime expenditures decreased by 1% over the last year. The department attributes this to additional hires, which reduced the need for overtime.

Five Year Trends



- Total overtime expenditures increased 49% between FY 2015 and FY 2019 from \$201,001 to \$299,621.



- The department's operating expenditures increased 17% from \$20.78 million to \$24.29 million over the last five years.

FY 2019 ACCOMPLISHMENTS

- State ID renewal acceptance at Satellite City Halls
- Kiosks offering Moter Vehicle Registration Renewals at non-city locations
- Relocated Fort Street Satellite to the new Downtown Satellite offering easier access

CHALLENGES MOVING FORWARD — FY 2020

- *FY 2020 will continue to experience high renewals of 8 year driver license expirations*
- *Significant number of customers seeking REAL ID, or gold star compliance, before the October 2020 deadline*
- *Difficulty finding applicants to fill vacancies due to low unemployment and retaining new hires due to competitive outside salary rates*

Administration and Public Communication

Administration provides policy guidance, direction and administrative support to the City's public communications programs and its service delivery centers. These include the Public Communications, Satellite City Halls and Motor Vehicle Licensing and Permits Divisions.

Public Communication

The Public Communication Division provides central information support to city departments, agencies, and the public. It receives and responds to information requests from the public and media sources. Complaints staff either resolve a complaint or forward it immediately to the appropriate department or agency, for example potholes, for follow-up and timely resolution. The division monitors and reports complaint statistics to Administration.

In FY 2019, the division initiated efforts to ensure that city departments and agencies are responsive and attentive to the concerns of residents. This was accomplished by making a series of presentations intended to make resolving complaints a higher priority to key city employees and departments.

There has been a 91% increase in the number of complaints resolved from 1,280 in FY 2018 to 2,443 in FY 2019. The department attributes this to a successful push by the Customer Care Section for departments to close out overdue complaints.

Top 10 Single Issue Complaints Reported for FY 2019

Rank	Description (Responding Department)	Total No. of Complaints
1	Street light repair and maintenance (DFM)	1,475
2	SPO and sidewalk nuisance (DFM)	778
3	Abandoned vehicle (CSD)	670
4	Signs and markings (DFM)	573
5	General-other (DPP)	492
6	Traffic signals (DTS)	316
7	Tree and plant maintenance (DPR)	308
8	Illegal dumping (ENV)	261
9	Traffic operations (DTS)	218
10	General-other (DPP)	200

Source: Department of Customer Services

	Operating Expenditures		Complaint Actions Processed ¹	Number of Complaints Resolved ²	
	Administration	Public Communication (\$ millions)		Resolved by CSD	Resolved by Departments
FY 2015	\$513,208	\$1.35	10,225	2,080	1,020
FY 2016	\$584,140	\$1.30	10,974	4,324	6,650
FY 2017	\$594,905	\$1.35	10,747	2,112	9,365
FY 2018	\$599,257	\$1.33	10,579	1,280	9,033
FY 2019	\$763,947	\$1.41	10,825	2,443	12,109
Change from last year	27%	6%	2%	91%	34%
Change over last 5 years	49%	4%	6%	17%	1087%

Source: Department of Budget and Fiscal Services and Department of Customer Services. ¹Complaint actions processed includes complaints received by phone, e-mail, on-line, written and other miscellaneous methods.

²Number of complaints Resolved by CSD and Resolved by Departments is greater than Complaint Actions Processed due to complaints from previous years being resolved in the current year.

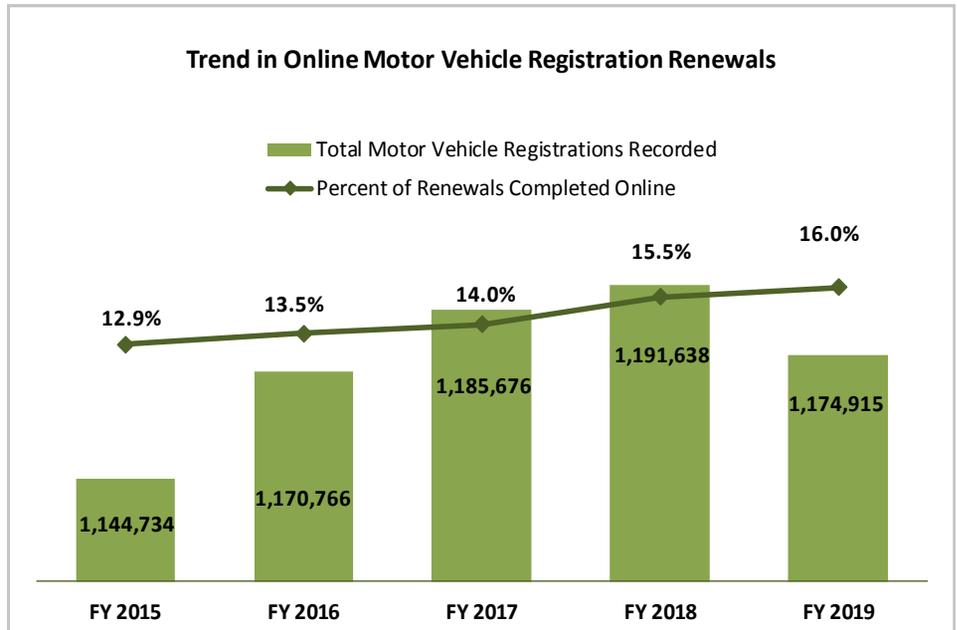
Motor Vehicle, Licensing and Permits (MVLP) primarily processes motor vehicle registrations, issues driver and business licenses and State IDs, issues permits for disabled parking; and administers and enforces the motor vehicle inspection programs. It issues animal registrations, licenses and permits; and administers the city’s abandoned and derelict vehicle program, and the city’s animal care and control contracts. It also investigates taxicab and tow contractor complaints.

MVLP has five storefront driver licensing offices. All five storefront offices have service line cameras so that the public can alleviate their wait times. Driver license location service lines can be viewed at:

<http://www3.honolulu.gov/csddlline/>

The department maintained its expanded service through the AlohaQ appointment system at its Driver Licensing Center and four Satellite City Halls. The expanded appointment system helps to address the driver license renewal surge caused by the combination of eight-year license renewals, Federal Real ID documentation requirements and the new Gold Star ID designation program.

The number of motor vehicle registrations recorded decreased 1% from 1,191,638 in FY 2018 to 1,174,915 in FY 2019. During the same time period, the number of online vehicle registration renewals continued to increase by 3% from 184,925 to 190,620. Online renewals increased 29% over the past five years. However, most renewals are not completed online. The percent of renewals completed online in FY 2019 was 16%.



Source: Department of Customer Services

	Total Operating Expenditures (\$ millions)	Total Revenues Collected (\$ millions)	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals	Percent of Renewals Completed Online	Road Test Failures
FY 2015	\$14.77	\$151.98	1,405,723	1,144,734	147,704	12.9%	52.9%
FY 2016	\$16.51	\$154.74	1,414,654	1,170,766	158,613	13.5%	53.8%
FY 2017	\$16.93	\$156.08	1,452,030	1,185,676	166,308	14.0%	52.9%
FY 2018	\$16.72	\$178.25	1,525,638	1,191,638	184,925	15.5%	53.1%
FY 2019	\$17.80	\$204.15	1,542,190	1,174,915	190,620	16.0%	53.5%
Change from last year	6%	15%	1%	-1%	3%	1%	<1%
Change over last 5 years	20%	34%	10%	3%	29%	3%	1%

Source: Department of Budget and Fiscal Services and Department of Customer Services.

Satellite City Halls

Satellite City Halls (SCH) provide essential city government services and information through nine storefront offices across the island of O’ahu. These offices are located at:

- Ala Moana
- Downtown
- Wahiawa
- Kapolei
- Windward City*
- Pearlridge*
- Hawai’i Kai*
- Kapalama
- Wai’anae
- Pearl Harbor**

*Locations that provide Hawai’i driver license duplicate and renewal services. **Motor vehicle transactions only.

The new Downtown Satellite City Hall, which opened in August 2019, offers easier customer access as well as two counters that exclusively service Motor Vehicle Dealer transactions.

Satellite offices process primarily motor vehicle registrations and title transactions. Other services include processing payments for water bills and real property tax, sales of monthly bus passes, spay/neuter certificates; dog, bicycle and moped licenses; permits for disabled parking, picnic, loading zone, bus stop parking, and fireworks; and voter registration and certification forms. Satellite offices also provide information related to city jobs and local government programs.

According to the department, the number of drivers licenses processed in FY 2019 exceeds projections by 30% due to the public awareness of the REAL ID campaign.



Courtesy of: Department of Customer Services

In the National Community Survey, 42% of citizens rated the service quality of satellite city halls as *excellent or good*. This is a 2% increase from FY 2018 and a 3% decrease over the past five years.

	Operating Expenditures	Total Revenue Collected	Walk-in Customers	Total Drivers License	Total Transactions	Community Survey (% Excellent or Good)
	(\$ millions)	(\$ millions)	Serviced	Renewals Processed	Processed	Satellite City Halls
FY 2015	\$4.14	\$175.91	1,041,331	57%	883,982	45%
FY 2016	\$4.18	\$184.50	1,042,097	52%	883,133	50%
FY 2017	\$4.50	\$195.32	1,095,352	38%	926,448	47%
FY 2018	\$4.28	\$206.59	1,088,889	50%	924,354	40%
FY 2019	\$4.32	\$237.99	983,185	31%	834,908	42%
Change from last year	1%	15%	-10%	-38%	-10%	2%
Change over last 5 years	4%	35%	-6%	-46%	-6%	-3%

Source: Department of Budget and Fiscal Services, Department of Customer Services, and 2019 National Community Survey.