

## **Executive Summary**

### **The Secretary of State introduces SOS PLUS branch offices & SOS SUPER!Centers**

*To improve and expand services to Michigan residents, the Secretary of State is re-engineering the branch office structure to include 22 SOS PLUS offices and 5 SOS SUPER!Centers located throughout Michigan.*

#### **SOS PLUS branch offices will offer:**

- ❑ Expanded hours to better serve the community
  - ❑ Open Wednesdays from 9 a.m. to 7 p.m.
  - ❑ Open over the lunch hour
- ❑ Customer service specialists stationed in lobby
- ❑ Cabling within the facilities that allow for high-speed technological upgrades
- ❑ Self-service option
  - ❑ Renew vehicle registrations
  - ❑ Payment by credit card
- ❑ Credit card payment at the counter
- ❑ Improved access (examples: parking, bus routes, located near major roadways)
- ❑ Individual driving records
- ❑ In select locations:
  - ❑ Instant titles
  - ❑ Driver assessment services
  - ❑ Mechanic testing

#### **SOS PLUS branch office locations in these service areas:**

- ❑ Southwest Wayne County
- ❑ North Berrien County
- ❑ Mecosta County
- ❑ West Wayne County
- ❑ Tuscola County
- ❑ Northeast Wayne County
- ❑ Northwest Detroit
- ❑ Montcalm

- ❑ Kalamazoo County
- ❑ Lansing
- ❑ Lapeer County
- ❑ Southeast Wayne County
- ❑ Marquette County
- ❑ South Berrien County
- ❑ Southwest Oakland County
- ❑ Central Oakland County
- ❑ South Kalamazoo County
- ❑ Roscommon County
- ❑ Sanilac County
- ❑ South Macomb County
- ❑ St. Joseph County
- ❑ Central Wayne County

### **SOS SUPER!Center branch offices**

*Five new SOS SUPER!Center branch offices will also be developed to offer specialized services regionally. These new SOS SUPER!Centers will provide all the services listed for the SOS PLUS offices. Other customer benefits provided at these offices include:*

- ❑ Direct customer access to:
  - ❑ Individual driving record
  - ❑ Instant title service
  - ❑ Mechanic testing
  - ❑ Driver assessment or appeals services
- ❑ More effective and efficient delivery of customer services by restructuring of branch office staff, including:
  - ❑ Specialists trained to help with identification requirements and document certification
  - ❑ Information station with full-time customer service specialist stationed in lobby
  - ❑ Lead workers designated to assist staff and provide administrative assistance and oversight as directed by management
  - ❑ Additional full-time clerical staff
- ❑ Self-service option
  - ❑ Renew vehicle registrations
  - ❑ Payment by credit card
- ❑ Credit card payment at the counter
- ❑ Dealer Center

*SOS SUPER!Centers will also offer the convenience of Saturday office hours, and most will be staffed with a three-person management team, two lead workers, and a mix of full-time and permanent-intermittent employees.*

SOS SUPER!Center locations in these service areas:

- ❑ Macomb County
- ❑ New Center Detroit
- ❑ Genesee County
- ❑ Kent County
- ❑ Livonia

Proposed Saturday Hours Office Locations

*The SOS SUPER!Centers will provide expanded hours of operations, depending on the needs of the community. The hours will include:*

- ❑ Wednesdays from 9 a.m. to 7 p.m.
- ❑ Saturdays from 9 a.m. to noon
- ❑ Open over the lunch hour

Branches Impacted

*Branch office resources and staffing as well as the quality of customer service will be improved by branch office relocations and consolidations. The following regions will experience relocations and consolidations as a result of the branch optimization process:*

Upper Peninsula and Northern Lower

- ❑ Branch #390, US Highway 41 West, Ishpeming will consolidate with Branch #387, O'Dovero Drive, Marquette to form a Marquette County SOS PLUS branch
- ❑ Branch #354, Union Street, Roscommon will consolidate with Branch #358, South Gladwin Road, Prudenville to form a Roscommon County SOS PLUS branch

## Central

- Branch #308, South Sheridan, Remus will consolidate with Branch #301, North Michigan Avenue, Big Rapids to form a Mecosta County SOS PLUS branch
- Branch #246, West Main, Stanton will consolidate with Branch #239, South Greenville West Drive, Greenville to form a Montcalm County SOS PLUS branch
- Branch #226, West Saginaw, Lansing will become a Lansing Area PLUS branch

## East

- Branch #196, South Dort Highway, Flint will consolidate with Branch #194, Fenton Road, Flint to create the new Flint Area SOS SUPER! Center
- Branch #294, Wilson Street, Marlette and Branch #277, North Howard, Croswell will consolidate with Branch #291, East Sanilac, Sandusky to form a Sanilac County SOS PLUS branch
- Branch #292, South Main, Vassar will consolidate with Branch #293, Millwood Street, Caro to form a Tuscola County SOS PLUS branch

## Southeast

- Branch #117, Joy Road, Redford will be moved and reopen as a Northeast Wayne County SOS PLUS branch office
- Branch #134, Greenfield Road, Detroit will be consolidated into Branch #135 West Seven Mile Road, Detroit, which then becomes a Detroit Northwest SOS PLUS branch office
- Branch #176, South Main Street, Lapeer will be moved and reopen as a Lapeer County SOS PLUS branch office
- Branch #120, West Seven Mile, Livonia, and Branch #119, Plymouth Road, Livonia will be consolidated into the Livonia SOS SUPER!Center
- Branch #121, Newburgh Road, Livonia will move and open as the new Southwest Oakland County SOS PLUS branch office
- Branch #128, Ford Road, Canton will become a West Wayne County PLUS branch office
- Branch #183, Oakland Avenue, Pontiac will consolidate with Branch #181, North Perry Road, Pontiac to form a Central Oakland County SOS PLUS branch office

- Branch #103, Goddard, Romulus will consolidate with Branch #111, Sumpter Road, Belleville to form a Southwest Wayne County SOS PLUS branch
- Branch #105, Dix-Toledo, Southgate and Branch #141, Allen Road, Allen Park staff will consolidate into a new Southeast Wayne County SOS PLUS office
- Branch #166, Gratiot Avenue, Clinton Township, and Branch #160, Gratiot Avenue, Roseville will consolidate into a Macomb County SOS SUPER!Center
- Branch #162, Harper, St. Clair Shores and Branch # 156, Greater Mack Avenue, St. Clair Shores will consolidate into a new South Macomb County SOS PLUS office.
- Branch #122, Michigan Avenue East, Wayne will consolidate with Branch #118, North Wayne Road, Westland to form a Central Wayne SOS PLUS branch.
- Branch #157, West Grand Boulevard, Detroit will become the Detroit New Center SUPER!Center

#### Southwest

- Branch #209, Gray Street, Benton Harbor and Branch # 208, South Cleveland, St. Joseph will consolidate into a new North Berrien County SOS PLUS office
- Branch #200, North Rose Street, Kalamazoo will consolidate with Branch #201, West Main Street, Kalamazoo to form a Kalamazoo County SOS PLUS office
- Branch #202, South Westnedge, Portage will move and reopen as a Kalamazoo County SOS PLUS office
- Branch #210, US-12 West, Three Oaks will consolidate with Branch #207, East Main Street, Niles to form a South Berrien County SOS PLUS office
- Branch #217, Enterprise Drive, Three Rivers will consolidate with Branch #205, South Centerville Road, Sturgis to form a St. Joseph County SOS PLUS office
- Branch #263, 28<sup>th</sup> Street, Grand Rapids will become a Grand Rapids SOS SUPER!Center

# **Information Points**

## **Branch Office Optimization Project**

### **The current branch office environment**

- Michigan law requires at least:
  - 1 branch office in the capitol complex
  - 1 branch office per county
  - 1 branch office in each city with a population greater than 10,000. This requirement does not apply if the city is within 5 miles of another office that in that county.
  
- The law does not apply to the following:
  - Counties with populations greater than 300,000
  - Contiguous cities with a combined population of 10,000 or more
  
- The Secretary of State branch office system has:
  - 1,002 total branch office employees (region and branch staff)
  - 8 regional offices
  - 173 branch offices
    - 34 offices providing driver assessment services
      - 16 offices have a driver assessment analyst
      - 18 offices provide video services (used by both driver assessment analysts and appeals hearing officers)
    - 24 offices providing driver's license appeal services
      - 6 offices have a hearing officer
      - 18 offices provide video services (used by both driver assessment analysts and appeals hearing officers)
    - 8 offices providing instant title service

- 44 large-volume branch offices (averaging 210,000 transactions annually)
  - 84 medium-volume branch offices (averaging 100,000 transactions annually)
  - 43 small-volume branch offices (averaging 35,000 transactions annually)
  - Nearly 20 million transactions are processed annually
- Secretary of State services provided through the central Lansing office that are not currently provided in the branch office system are:
    - Resolution of fundamental identification and fraudulent document issues and other unique customer service needs
    - Sales of individual driving records
    - International Registration Plan services
    - Out-of-State and Renewal-by-Mail services (these requests are routinely handled through the mail and over the telephone, fax or Internet)
- Branch office services are provided:
    - Monday, Tuesday, Thursday and Friday – 9 a.m.-5 p.m.
    - Wednesday – 11 a.m.-7 p.m.
    - Most branch offices are open during the lunch hour
    - 44 branch offices currently close over the lunch hour
      - As of May 1, 37 branch offices will close over the lunch hour
      - After Branch Office Optimization, 27 branch offices will close over the lunch hour

## What is BRANCH OFFICE OPTIMIZATION?

- It's a new approach to how we deliver customer service
  - Branch Office Optimization re-engineers the branch office structure
  - Branch Office Optimization provides better customer services by redirecting resources and funding
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- **It's a new approach to how we deliver customer service**
    - Branch Office Optimization redefines customer service so that it meets the changing demands of today's world. As a society, we're faster paced, more mobile and technologically advanced
    - Branch Office Optimization provides the department with the flexibility and resources to handle unique customer service needs
    - This structure was determined by customer and employee feedback
  - Branch Office Optimization **re-engineers** the branch office structure:
    - Introduces two new types of branch offices never seen before:
      - SOS PLUS branch office
      - SOS SUPER!Center branch office
    - Under this plan, branches are designed to better meet the needs of specific regions
    - SUPER!Center offices will serve as pilot locations for research/development/training innovations
    - Offices will be located near population centers
    - Secretary of State will work with local communities to identify best sites
    - A **consolidated call center** will be established to handle customer-related telephone inquiries for all branches. This frees branch office staff to focus on better serving the customers in the branch office.

- Branch Office Optimization provides better customer services by **redirecting resources and funding**:
  - Optimizes limited branch office staffing and resources
  - Customers will have immediate access to certain services, such as driving records, instant titles, mechanic testing, etc.
  - Service will be enhanced with the customer service specialists and those trained to help with ID and document certification issues
  - Allows for offices with more work stations providing greater customer convenience and more effective delivery of services

## **Why is Branch Office Optimization needed?**

- The demands of today's world aren't the same as they were 10-20-30 years ago.
- People are working different hours – a '9-to-5' job isn't necessarily the standard anymore.
- Our society is increasingly mobile. Population centers have shifted over time.
- Serving today's customers demands a fresh vision. We can't adequately serve 21<sup>st</sup> –century customers with a 1970s business model.
- The number of motorists and vehicles increases each year.
- Threats such as ID theft and terrorism mandate that state government ramp up its efforts to protect its citizens.
- The department's online renewals have jumped by 70 percent since Secretary Land took office in January 2003. Branch office restructuring compliments her effort to harness technology and modernize the department's approach to delivering services.
- To address these concerns, the Department of State recognizes that to best serve its customers, its branch office system must evolve.
- Branch Office Optimization introduces a new type of branch office providing:
  - Flexible hours, including Saturday hours, in select, urban areas
  - Staff trained to meet specialized needs such as identification issues and document fraud
  - Extra staffing for times when branch office traffic is heavy
  - On-Site customer access to certain services, such as driving records, instant titles, mechanic testing, etc.