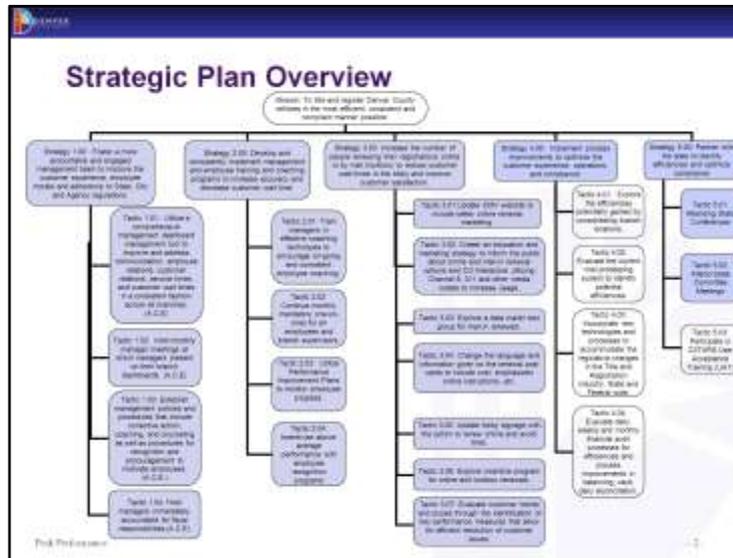


This is DMV's ninth Peak Performance meeting; sixth report-out.

Attendees: Tony Frazzini (DMV Director), PJ Taylor (DMV Deputy Director), Illya Scott (DMV), Chris Bradshaw (DMV), Sarah Kurz (Citywide Marketing Director), Jerry Tinianow (Citywide Sustainability Director), Steve Ellington (Treasurer), David Edinger (Chief Performance Officer), Scotty Martin (BMO), Laurel Delmonico (Associate Financial Management Analyst)



DMV has finished, or is currently working on strategies and tactics highlighted in blue.

DMV plans to update their strategic plan in Q1 2013.

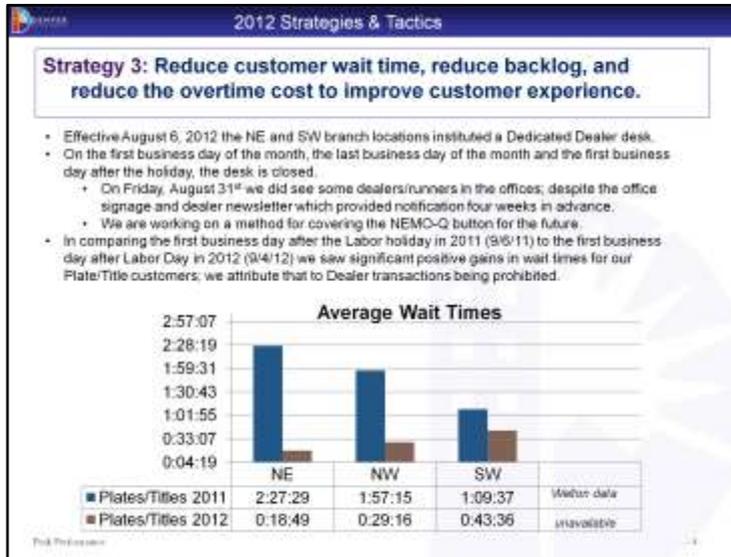
Safety Net Initiative



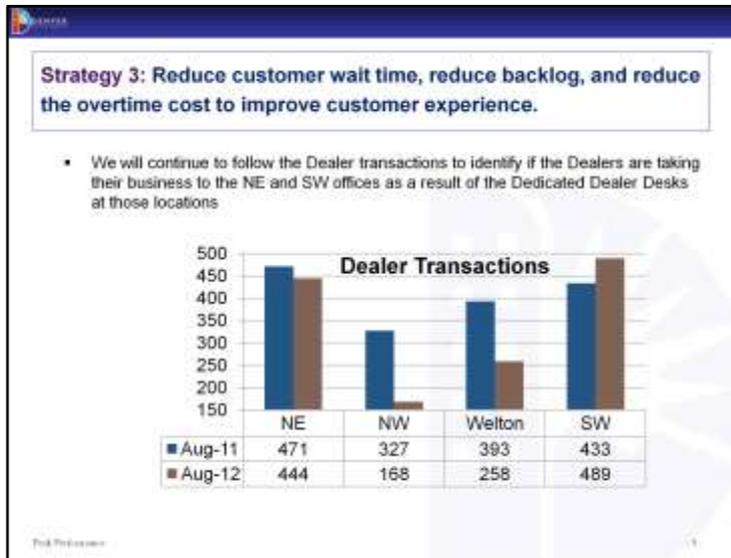
- **Save A Life Denver**

- Denver Motor Vehicle is pleased to be a participant in American Red Cross Save A Life program. Not only are we proactively taking steps to ensure the safety and well being of our employees, but the thousands of customers we serve each and every month.
- All four of our branch locations have had their AED installed. The Red Cross has been notified and the 911 CAD system is now updated with that information.





Wait Times shown are for Plate and Title customers only, who have no choice but to come into a branch location to complete their transaction. DMV is committed to reducing wait time for these customers in particular.



Dealer volume at the NE branch increased 4% year to date.

Dealer volume at the SW branch increased 9% year to date.

Dealer volume at the NW branch decreased 8% year to date.

Dealer volume at the Welton branch decreased 6% year to date.

DMV believes this shift in volume away from the NW and Welton branches is due to the dedicated dealer lines offered at the SW and NE branches.

Strategy 3: Reduce customer wait time, reduce backlog, and reduce the overtime cost to improve customer experience.

- Average wait times for Dealers, Plates/Titles and the overall average are showing improvement
- The third installment of our Dealer Newsletter was sent to representatives from CADA/CIADA for distribution on 9/12; branches began distributing copies on 9/18. It shares seven day turnaround for drop-off processing and the improvements made in dealer wait times at NE and SW.

Wait Time	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Plates/Titles	1:31:27	1:12:18	1:22:41	0:54:06	0:56:23	1:08:24	1:08:21	0:58:11
Permits	0:47:02	1:01:13	1:12:36	0:49:44	0:46:23	0:42:30	0:42:34	0:43:02
Dealers	1:54:28	1:23:47	1:52:58	0:56:32	1:03:57	1:02:40	1:04:30	0:38:45
Average	0:58:18	1:08:23	1:18:51	0:41:20	0:52:28	0:52:58	0:58:45	0:51:10



Peak Performance



➤ DMV is making continued improvements in reducing the wait times over the past 13 month timeframe; August 2012 was an all-time best.

Strategy 3: Increase the number of people renewing their registration online or by mail (lockbox) to reduce customer wait times in the lobby and improve customer satisfaction.

- The August In Sight newsletter included the DMV submitted article on renewing online or by mail.
- District 4 Councilwoman, Peggy Lehmann published the DMV "renew online" article in her September newsletter.
- During the survey process at the branches, several customers left the office to renew online or by mail after we spoke with them.
- The item to the right is currently being distributed to all customers at our branch locations to educate them on the other self-service renewal options. The idea came from one of our branch Supervisors and at the Manager's meeting further ideas evolved to utilize the unused portion of the "title complete" cardstock, minimizing the cost to the agency.
- One of the first priorities in the DMV website re-design will be to further educate and promote the online and mail-in renewal options; this includes adding information on how you can still use these options if you never received or lost your renewal card. (a feedback trend uncovered in the surveys)

Why stand in line when you can renew on line?

The Denver Motor Vehicle Department needs your help! Did you know that currently 65% of customers visit a branch location to renew their license plates? We want our customers to be safe and help spread the word that you can use our customer's time and encourage them to take care of their renewal using the complimentary renewal card received by mail or by using the online service offered by the State of Colorado. It's so easy!

• Mail-In Renewal
Send in the renewal packet by the 20th day of the grace month. The grace month is the month following the expiration month (e.g., if your registration expires in April, your grace month is May; renewal must be completed by the last business day in May).

• Renew Online
www.denver.gov/mv denverdmv.com If the customer is the State of Colorado's web portal with one click. Acceptable forms of payment include credit card or an electronic check.

Peak Performance

- Based upon customer feedback DMV is hoping to provide posters of “why stand in line?” for each of the branch locations.
- DMV added the “how to” videos and information on what to do if you never received or lost your renewal card to the website to assist the customer. A larger scale re-design effort may not occur until 2013, due to other Technology Services projects.

Strategy 3: Increase the number of people renewing their registration online or by mail (lockbox) to reduce customer wait times in the lobby and improve customer satisfaction.

Tactic 3.03 Explore a data mailer test group for mail-in renewals.

- **Tony Frazzini and Scotty Martin are teaming up to write a business proposal for funding of the data mailers from the City's Innovation Fund.**
- **If approved, we will be able to launch the data mailer in 2012 versus waiting until 2013 when budget dollars have been allocated to the project.**



- ODOSUSHI is a training tool which helps DMV technicians diagnose odometer errors and correctly record odometer readings.
- DMV hopes to make continued improvements in this type of error over the four month incentive period. Odometer errors are the #1 error for all counties in the State.
- DMV is pairing the ODOSUSHI training with an incentive competition between branches.

STRATEGY

Strategy 3: Increase the number of people renewing their registration online or by mail (lockbox) to reduce customer wait times in the lobby and improve customer satisfaction.

- The customer survey process was completed on 9/14/12 with over 150 customers participating in the process.
- At least one visit was made to each branch location; the total time spent soliciting feedback ranged between 2-4 hours per visit.
- Early results indicate some of the following reasons as to why the customers are coming to a branch for renewals:
 - Lost their renewal card, or never received their renewal card
 - The branch is convenient to them
 - They are not reading the card to fully understand they can mail-in or renew online.
- We expect to be receiving a first draft of the compiled data in early October.

Peak Performance 

DMV is sponsoring a University of Colorado Denver, School of Public Affairs graduate student capstone project. The capstone student is conducting a customer survey for DMV to pinpoint areas of opportunity to impact behavioral change around self-service renewal. The survey is a total of eight questions, including whether the customer is aware of the on-line and mail-in options for renewal.

Legend – What do the symbols mean

-  Current metric meets or exceeds the goal or standard
-  Current metric is within an order of magnitude of the goal or standard
-  Current metric is outside of an order of magnitude of the goal or standard
-  Current metric is trending positively from the last reporting period (making progress towards the goal or standard)
-  Current metric is trending negatively from the last reporting period (moving away from the goal or standard)

A color and direction will be combined to form the following:

-  
-  

Peak Performance -12

DMV is using this simple legend to identify progress on key metrics “at a glance.”

Mission Level Metrics				
Metric	Last Measure	Current Measure	Goal	Progress
Service Time	02:04:43 July average	02:04:44 August Average	Maxima 00:05:00 Average	
Customer Wait Time	02:55:05 July Average	02:33:10 August Average	40:00 by Jan 1, 2013	
Manual Renewal Rate	71% July	61% August	40% by Jan 1, 2012	
Online Renewal Rate	22% July	26% August	30% by Jan 1, 2012	
Mail-In Renewal Rate	7% July	24% August	30% by Jan 1, 2012	
Error Rate*	1% July	2% August	Decrease	
Back Log	17 days out July	4 days out August	7 days out by Jan 1, 2013	
Overtime	284.00 hours July	282.73 hours August	Decrease OT & OT Spend	

➤ One of the first action items Deputy Director PJ Taylor is tackling is to reduce the overtime. Each Manager is being challenged to find solutions for their individual branches.



JDIs and RIEs

Just Do It (JDIs)		Due Date
Check status of internet web design	STRATEGY 3.00	6/30/12 completed 9/7/12
Train employees on ODOs and SVIDs	STRATEGY 2.00	8/1/12 completed 7/25/12
Update the "runner" form to collect dealer's e-mail address		8/1/12 completed 7/2/12
Add Customer Service Standards to existing training		Sep 2012
Highlight customer receipt in an effort to educate customers	STRATEGY 1.00	8/15/12 completed 8/13/12
Give branches mortgage mail		9/1/12 completed 8/8/12
Establish DMV intranet page	STRATEGY 1.00	7/15/12 completed 9/13/12
Track repeat visits (counter rejects)	STRATEGY 4.00	7/14/12 completed 7/30/12
UAT – involve Clerks and Managers		Nov 2012
68 – standard counter/workstation design		Oct 2012
Rapid Improvement Events (RIEs)		Due Date
Charter #1 – Proactive communication to Customers		9/17-9/21 POSTPONED
Charter #2 – In-Service training curriculum to reduce rejects		Nov 2012
Charter #3 – Design data maker		Dec 2012
Charter #4 – Educate Customers before they arrive and while they are in line		Feb 2013
Charter #5 – Encourage Dealers to drop-off		Mar 2013 (tentatively planned for Nov)

Paul Peterson

- 11 -

VSSC Meeting

- On Wednesday, August 29 the VSSC (Value Stream Steering Committee) met to discuss, where we've been, the progress the Agency has made since we last met, and where we're headed.
- The most important outcome from the meeting was the decision to postpone the September RIE (Charter #1- Proactive Communication to Customers).
- Not only was the scope of the RIE extremely broad, but with all that has already been accomplished through several JDIs and the other initiatives/projects which are either in process or right around the corner, the team felt we needed to re-focus our priorities.
 - To clarify, the "reason for action" for Charter #1 was outlined as follows:
 - Decrease # of repeat visits (so customer gets value on their first visit)
 - Decrease customer wait time
 - Gather e-mail addresses
 - Get eligible customers (online/mail-in) out of the lobby
 - Use internal city communications
- We will be meeting again in October and have tentatively planned to move forward an RIE which was planned for later in the year.

Conclusions

- Providing Dedicated Dealer Desks at NE and SW is positively impacting the waits for the Dealers, as well as all other customers (specifically on the 1st business day, last business day and 1st business day following a holiday).
- We expect to see a continued decrease in the number of odometer errors as a result of the classroom training and the performance incentive.
- Due to the hard work of the entire staff, we anticipate being able to sustain or exceed our backlog goal of 7 days by January 2012.

Next review

- **Next Performance Review: October 18, 2012**
- **Strategies and Tactics of focus for next meeting**
 - Monthly update on Wait Time, Back Log and Overtime
 - Continued review of the Dedicated Dealer Desks
 - Additional information from the customer survey