Department of Motor Vehicle

Strategic Plan

OVERVIEW:
The Denver Motor Vehicle division is authorized as an agent of the State outlined in the Colorado Revised Statutes to register and title vehicles, to collect, record, and deposit all taxes and fees prescribed for vehicles owned or operated by residents and business owners within the City and County of Denver. Primary activities include administration and branch/processing center operations.

The Branch/Processing Center serves Denver residents through one of four branch offices to procure vehicle titles and registrations. Customers include individuals, dealerships and fleets.

The Financial/Banking Services Branch reconciles the lockbox (mail-in) renewals, online renewals, and bank account reconciliations; and performs accounts payable and purchase order processing.

VISION:
To be the premier vehicle registration and licensing agency in the State of Colorado.

MISSION:
To title and register Denver County vehicles in the most efficient, consistent and compliant manner possible.

VALUES:
- Accountability
- Consistency
- Efficiency
- Customer Service
- Learning Organization
- Education & Training
- Public Safety & Compliance
- Transparency
- Honesty
- Morale
- Collaboration

GOALS:
1. Title & Registration: Accurate and consistent operations with minimal errors through on-going training and reviews.
2. Compliance: 100% compliance with State statutes, updates, and Rules & Regulations, and State and Agency audit recommendations.
3. Fund Management: To be in compliance with State requirements, City Fiscal Rules, and Agency Directives and Policies and Procedures.

METRICS:
1. Service Time
2. Customer Wait Time
3. Online Renewal Rate
4. Mail-in Renewal Rate
5. Error Rate
6. Backlog
7. Overtime
### Strategy 1
**Foster a more accountable and engaged management team to improve the customer experience, employee morale and adherence to State, City and Agency regulations.**

#### Tactics
1. **Utilize a comprehensive management dashboard management tool to improve and address communication, employee relations, customer relations, service times, and customer wait times in a consistent fashion across all branches. (A.C.E)**
2. **Hold monthly manager meetings at which managers present on their branch dashboards. (A.C.E)**
3. **Establish management policies and procedures that include corrective action, coaching, and counseling as well as procedures for recognition and encouragement to motivate employees. (A.C.E)**
4. **Hold managers immediately accountable for fiscal responsibilities. (A.C.E)**

#### Agency Team Lead
Illya Scott

#### Timeline for Completion
January 1, 2012 and on-going

#### Method of Evaluation
Dashboard Reporting, Financial Audits, Attrition Rate, Employee Satisfaction Survey, Error Rate, Transactional data derived from signing off on reconciliation forms, attendance at monthly meetings, and coaching forms, Inventory Rates

#### Notes
Goals #1, #2, and #3

### Strategy 2
**Develop and consistently implement management and employee training and coaching programs to increase accuracy and decrease customer wait time.**

#### Tactics
1. **Train managers in effective coaching techniques to encourage on-going and consistent employee coaching.**
2. **Continue monthly mandatory one-on-ones for all employees and branch supervisors.**
3. **Utilize Performance Improvement Plans to monitor employee progress.**
4. **Incentivize above-average performance with employee recognition programs.**

#### Agency Team Lead
Illya Scott

#### Timeline for Completion
January 1, 2012 and on-going

#### Method of Evaluation
Average Number Transactions per employee per hours worked, Reduce number of backlogged applications/renewals (Indirect), Customer wait time, Error Rate, Title Processing Time (Indirect), Renewal Processing Time (Indirect), Service Time (Indirect), Attrition Rate, Number of PiPs per month, Employee Satisfaction
### Strategy 3

**Reduce customer wait time, reduce backlog, and reduce the overtime cost to improve customer experience.**

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td>3.1 Implement short term, cost-neutral solutions (April 1, 2012 – June 30, 2012)</td>
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<tr>
<td>3.1.1 Implement dedicated renewal lines in all branches to reduce customer wait time for renewal transactions.</td>
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<td>3.1.2 Mail renewal cards on the 15th of the preceding month, instead of the last business day to give customers more time to plan financially and utilize online and mail-in services.</td>
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<td>3.1.3 Put DMV reminders in City Council newsletters to increase awareness of online and mail-in renewal options.</td>
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<td>3.1.4 Develop a customer survey to understand why customers renew in person rather than online or by mail-in lockbox.</td>
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<td>3.1.5 Eliminate furloughs for DMV counter employees to allow for better customer service.</td>
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<td>3.1.6 Increase processing center FTE by two by leveraging new hires.</td>
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<td>3.1.7 Identify internal processing deadlines for the Dealer Drop Off program.</td>
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<td>3.2 Implement mid-term solutions (July 1, 2012 – September 30, 2012)</td>
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<tr>
<td>3.2.1 Implement identified action steps to encourage all dealers to utilize the Dealer Drop Off program for all dealer paperwork processing.</td>
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<tr>
<td>3.2.2 Implement identified action steps to increase the percentage of online and mail in renewals. Action items include, but are not limited to: A data mailer with postage paid pilot program to incentivize mail-in renewals, renewal education campaign utilizing Denver Channel 8, City Council, CCD Bulletins and other media and city news outlets, and absorb the online renewal 2.7% convenience charge to reduce the financial online renewal barrier.</td>
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<tr>
<td>3.3 Implement long term solutions (January 1, 2013 +)</td>
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<td>3.3.1 Implement identified action steps to maintain the backlog at 500 pieces per month, and the maximum wait time at 40 minutes or less, 90% of the time.</td>
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**Agency Team Lead**

Tony Frazzini

**Timeline for Completion**

- Reduce average customer wait time from 53:18 to 40:00 minutes by end of Dec 2012.
- Maintain maximum backlog at 600 pieces per month by June 30, 2012. Maintain maximum backlog at 500 pieces per month by January 1, 2013
- Reduce YTD overtime spending in 2012.

**Method of Evaluation**

- Online Renewal Rate, Backlog, Lock box and Mail in Rates,
- Average Number Transactions per employee per hours worked,
- Reduce number of backlogged applications/renewals (Indirect),
- Customer wait time, Error Rate,
- Title Processing Time (Indirect), Renewal Processing Time (Indirect), Customer Service Time (Indirect)

**Notes**

Goal #1

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### Strategy 4

**Implement process improvements to optimize the customer experience, operations, and compliance.**
### Tactics

4.1 Explore the efficiencies potentially gained by consolidating branch locations.
4.2 Evaluate the current mail processing system to identify potential efficiencies.
4.3 Incorporate new technologies and processes to accommodate the legislative changes in the Title and Registration industry, State and Federal wide.
4.4 Evaluate daily, weekly and monthly financial audit processes for efficiencies and process improvements in balancing, vault, daily reconciliation.

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<thead>
<tr>
<th>Agency Team Lead</th>
<th>Illya Scott/Amy Martinez</th>
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<tr>
<td>Timeline for Completion</td>
<td>January 2013</td>
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<tr>
<td>Method of Evaluation</td>
<td>Customer wait time, Backlog, Errors in Reconciliation</td>
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<td>Notes</td>
<td>Goals #1, #2, and #3</td>
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### Strategy 5

Partner with the state to identify efficiencies and optimize compliance

| Tactics | 5.1 Attending State Conferences  
5.2 Attend State Committee Meetings  
5.3 Participate in CSTARS User Acceptance Training (UAT) |
|---------|-----------------------------------------------------------------
| Agency Team Lead       | Tony Frazzini |
| Timeline for Completion | January 2013 |
| Method of Evaluation   | Number of new initiatives in 2012, Reduced State Rejection Rate, Number of Proposals to CSTARS, Number of proposals accepted/successful |
| Notes                  | Goals #1, #2 and #3 |