This is DMV’s eighth Peak Performance meeting; sixth report-out.

Attendees: Tony Frazzini (DMV Director), Illya Scott (DMV), Chris Bradshaw (DMV), Cary Kennedy (CFO), Steve Ellington (Treasurer), David Edinger (Chief Performance Officer), Scotty Martin (BMO)
DMV’s vision is measurable. It aligns with the Citywide vision in the following ways:

• Citywide: DMV touches a large population citywide. Its constituents are dealerships, fleets and other entities, as well as the individual customer.

• Everyone matters: DMV strives to provide excellent customer service and reduce wait times because everyone matters. DMV coordinates with the State to reduce vehicular crimes because everyone’s safety matters.

• World-class: While Denver Motor Vehicle cannot compare itself to DMVs in other states because CO has different standards for titling than other states, they do measure themselves against other CO counties. The Vision is to become the leader in the MV industry in state of CO. Denver County is one of the largest counties of the 68 counties that administer and regulate motor vehicle laws in the state. The State does produce data that allows each county to monitor performance.
DMV’s mission aligns with the mayor’s priorities in the following ways:

**Safety net** - DMV impacts Safety Net by complying with State and National vehicular crime-related regulations and programs to prevent title fraud, title washing, cloning, alterations, protect abuse victims through the address confidentiality program, and detect fraudulent drivers licenses.

- DMV has a large enforcement role in keeping vehicular crime at bay.
- DMV will not issue a title on anything that is not road worthy, thereby keeping Denver’s streets safe.
- DMV trains staff to prevent crime.
- DMV coordinates with other safety agencies through the stolen vehicle identity program. Stolen vehicles are flagged by police, and DMV puts a hold on the VIN.
- DMV is working with state to align names on Drivers Licenses and Titles on new transactions to comply with state statute.
- DMV is launching an initiative to track renewal tabs to prevent fraud.

**Customer Experience**
- DMV is one of the most visible Customer Experience agencies in the County.
DMV has finished, or is currently working on strategies and tactics highlighted in blue.
DMV will ensure that each branch location has approximately 4-6 employees trained in CPR/AED by 2013. As a result of the recent training and others who have already been certified, the organization has a total of twelve trained staff. Certification is valid for two years.
DMV will continue to monitor the Dealer volumes at each of the four branch locations to see if the dedicated desk continues to draw the Dealers to the NE and SW branches.
Dealers were also given the opportunity to process five transactions versus the standard three during the trial; many dealers took advantage of this added feature.
Per CRS 42-6-112.: “in order to facilitate initial registration of a vehicle, a dealer of motor vehicles shall have not more than thirty days after the date of sale of such vehicle to deliver or facilitate the delivery of the certificate of title to a purchaser or the holder of a chattel mortgage on such a motor vehicle.”

In reviewing data from 2011, on average each month 58% of the dealer transactions (approximately 2800 per month) at the branches were transactions which were greater than 30 days from the date of purchase. In the most recent pilot, the same data was collected and found 41% of dealer transactions were greater than 30 days from the date of purchase.

The DMV currently processes dealer paperwork that is mailed in or dropped off with a 14 day turnaround. If more dealers utilized these services, it would allow for more complicated transactions to be handled at the counter and continue to decrease the wait times for the Dealers who have no other choice but to come into a branch location.
DMV handled a total of 625 transactions which were more than 45 days from the date of purchase; imagine the impact we could have in wait times if even 50% of these transactions were dropped off or mailed in.
Long-term solution

- As a result of the Dedicated Dealer Desk trial, the Dealer survey feedback and practices currently in use at other metro county locations, Denver Motor Vehicle implemented the following practices as of Monday, August 6, 2012:
  - NE and SW provides dedicated dealer desks
    - Open daily from 8a-3p with the exception of the first and last business day of the month and the first business day immediately following a holiday.
    - Ability to process five transactions per day.
  - Welton and NW is business as usual
    - Open daily from 8a-3p with the exception of the first and last business day of the month and the first business day immediately following a holiday.
    - Ability to process five transactions per day.
    - We will continue to watch Dealer volumes to see if the business continues to transition to NE and SW for "dedicated service".
  - Dealers/Runners who have more than five transactions are encouraged to "drop-off" those transactions which allow ample time for processing.
- Representatives from CADA and CIADA were provided an electronic newsletter in conjunction with a phone call as a means of sharing the details. They in turn e-mailed the newsletter to their dealers.
- Branch locations distributed paper copies of the newsletter to Dealers/Runners from 8/1-8/10/12.
- Signage was placed near NEMO-Q at NE and Welton and counter signs were made for NE and SW.
The survey itself is a total of eight questions, including whether the customer is aware of the on-line and mail-in options for renewal. The goal is to collect feedback from approximately 200-250 customers.
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.

- Ongoing meetings and collaboration with the vendor has resulted in a data mailer prototype.
- The initial prototype has taken all of the information from the existing renewal card and transposed it to the mailer.
- Additional refinements will be taking place.
The proposed data mailer will provide added convenience to our customers by eliminating the need for an envelope or a stamp; the postage will be pre-paid by the City.
Strategy 2: Develop and consistently implement management and employee training and coaching programs to increase accuracy and decrease customer wait time.

- From July 9 - July 11, 2012, Trainer Jason Salazar made office visits to proctor a training needs assessment of all Managers, Supervisors and Front-line employees. This information will be utilized in RIET Charter #2 which focuses on “in-Service Training Curriculum to reduce rejects “, which is scheduled for November.

Strategy 5: partner with the State to identify efficiencies and optimize compliance.

Tactic 5.01: Attending State Conferences

- All Branch Managers were recently sent to the three day State Motor Vehicle conference. This forum provides an opportunity for the Managers to learn of State Statute updates and further develop their proficiency in support of the Department’s A.C.E. initiative.
DMV is using this simple legend to identify progress on key metrics “at a glance.”
The manual renewal rate increased, which is a direct correlation to the mail-in rate decreasing as a result of a corrupt data file from the State. The lockbox process was down from 6/14-7/16 resulting in the staff processing renewals manually during that timeframe.

The back-log continued to trend backwards during July as a result of the lock box issue, as well as employee resources; manpower issues included: vacations, lack of on-call hours, and family emergencies.
The DMV continued to further analyze overtime spending, adding the total transactions and paid work hours into the equation. Correlation studies were conducted using the information, however no specific correlations were identified. DMV will continue to monitor the Agency’s overtime hours on a monthly basis.
The June Lean kick-off resulted in this list of “Just Do It” and “Rapid Improvement Events,” which DMV will accomplish over the next 12 months in an effort to become more efficient and accomplish mission level metric goals.

Each of the Rapid Improvement Events have a written charter associated with it which identifies the following:

- Reason for Action
- Current State and Future State (the specific metric(s) for which we are hoping to “move the dial”)
- The participants

As we get closer to each of the RIEs, the complete charter will be outlined in full detail.
46% of the overall State Rejects for the DMV were a result of odometer errors. It is the Agency’s #1 quality control issue and is also in the list of the top five reasons for rejects for ALL counties in the state.
Conclusions

- Providing Dedicated Dealer Desks at NE and SW is expected to positively impact our business in the following ways:
  - Decreased Dealer wait times
  - Increased drop-off/mail-in processing as a result of the five transaction limitation.
  - Decreased wait times for all customers on the first and last business day of the month and the first business day following a holiday when dealer transactions are prohibited.
  - The ability for NE and SW to manage additional mortgage mail by utilizing their dedicated desk clerk when walk-in traffic is light.
- ODOSUSHI Training and the corresponding Performance Management Incentive is expected to significantly diminish the state rejects as a result of Odometer errors.
- Save A Life Denver project
  - Supporting employee and customer health and safety, while promoting the American Red Cross emergency preparedness and public safety program.
Next review

- **Next Performance Review:** September 20, 2012

- **Strategies and Tactics of focus for next meeting**
  - Monthly update on Wait Time, Back Log and Overtime
  - Customer survey results will be shared
  - Follow-up on the two JDis requiring action prior to the next meeting:
    - Check status of internet web design
    - Establish DMV intranet page (due 7/15/12)
      - Technology Services has committed to provide the portal and template no later than 8/30/12
    - Additional outcomes from the Dedicated Dealer Desk