



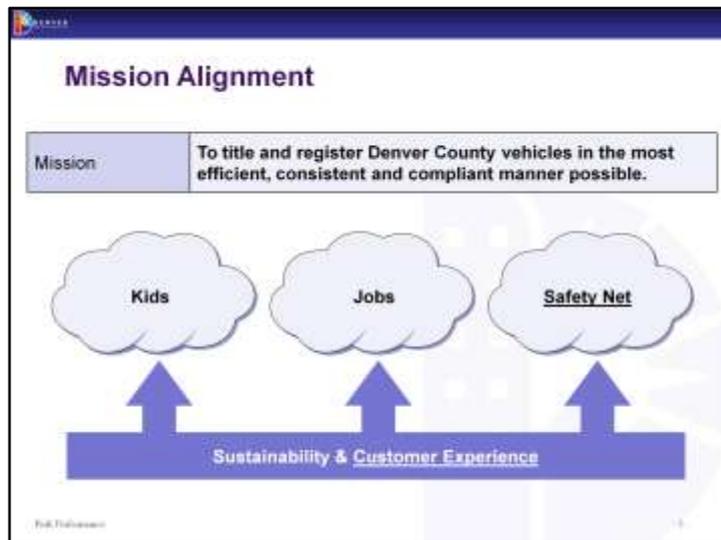
This is DMV's eighth Peak Performance meeting; sixth report-out.

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:

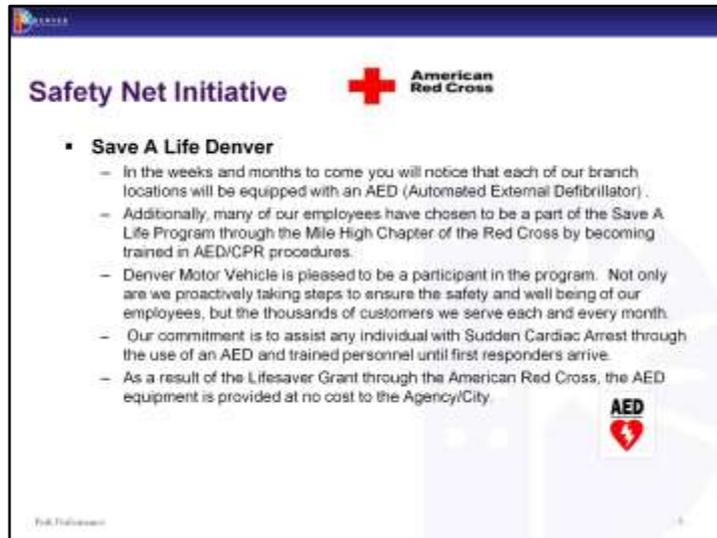
- Citywide: DMV touches a large population citywide. Its constituents are dealerships, fleets and other entities, as well as the individual customer.
- Everyone matters: DMV strives to provide excellent customer service and reduce wait times because everyone matters. DMV coordinates with the State to 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 mayors 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.



The slide features a blue header with the Denver logo on the left and the American Red Cross logo on the right. The main title is "Safety Net Initiative". Below the title is a bulleted list under the heading "Save A Life Denver". The list contains five items detailing the initiative's goals and commitments. A small "AED" logo with a heart symbol is positioned in the bottom right corner of the slide content area.

Safety Net Initiative 

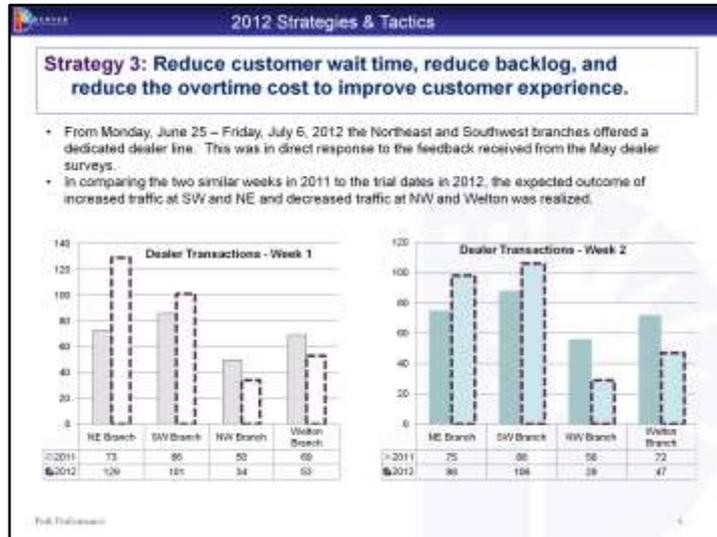
▪ **Save A Life Denver**

- In the weeks and months to come you will notice that each of our branch locations will be equipped with an AED (Automated External Defibrillator).
- Additionally, many of our employees have chosen to be a part of the Save A Life Program through the Mile High Chapter of the Red Cross by becoming trained in AED/CPR procedures.
- Denver Motor Vehicle is pleased to be a participant in the 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.
- Our commitment is to assist any individual with Sudden Cardiac Arrest through the use of an AED and trained personnel until first responders arrive.
- As a result of the Lifesaver Grant through the American Red Cross, the AED equipment is provided at no cost to the Agency/City.

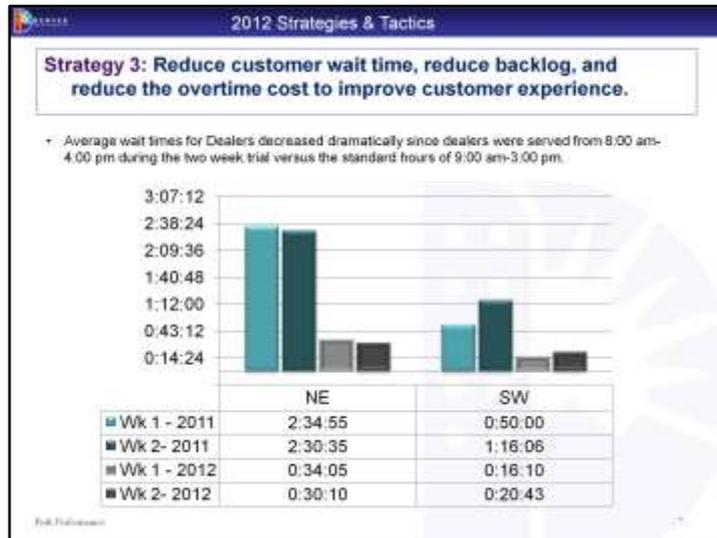


Pub. Relations

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.

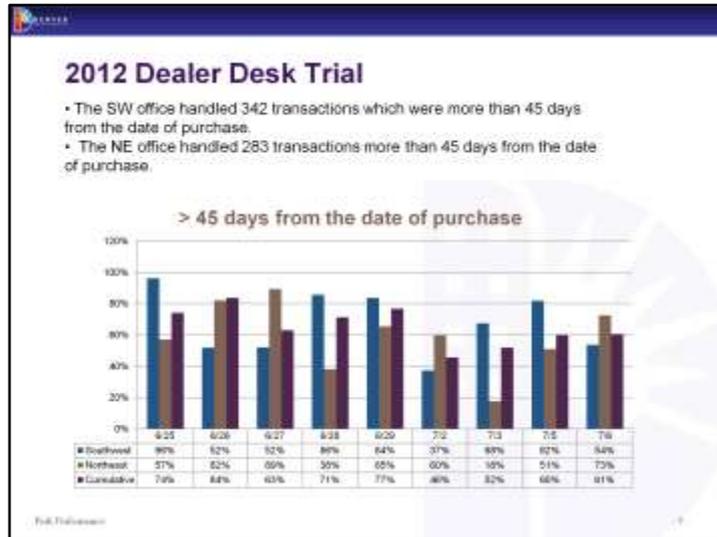


Dealers were also given the opportunity to process five transactions versus the standard three during the trial; many dealers took advantage of this added feature.



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 9a-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 9a-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.

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.

- DMV is partnering with Xinru Mo, DU Master's student to design, proctor and analyze a customer survey targeted at the "renewal customer".
- This project will dovetail with the September RIE which is partially dedicated to encouraging renewal customers to use the other "self-service" options of mail or online renewal.
- Tentatively, surveys will be conducted in August at all branch locations with results available for the 9/17- 9/21 RIE.

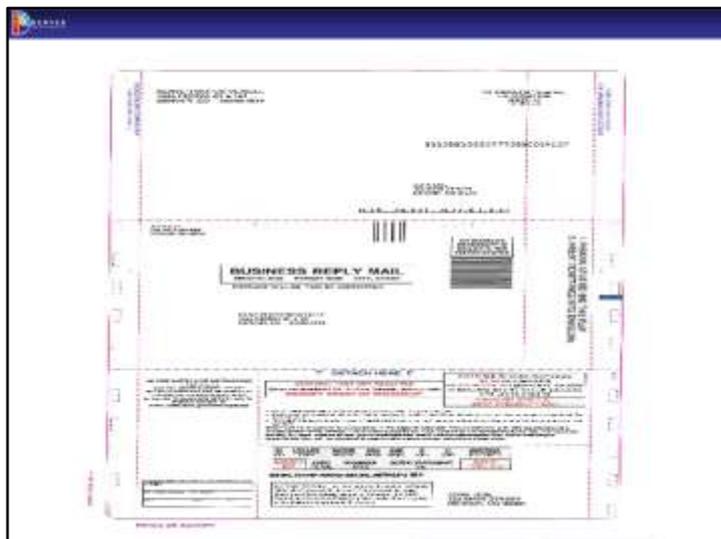
Public Information / 11

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 RIE-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.

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:

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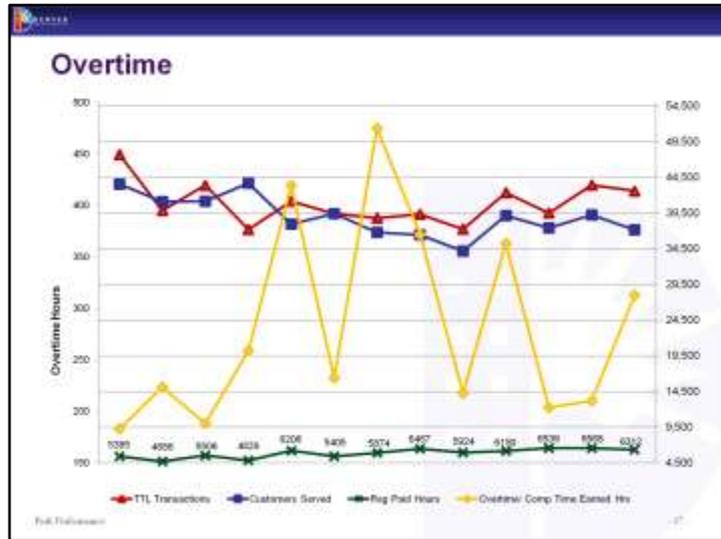
Pub. Performance

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	00:06:51 June Average	00:06:43 July Average	Maintain 00:05:00 Average	
Customer Wait Time	00:52:58 June Average	00:56:58 July Average	-40:00 by Jan 1, 2013	
Manual Renewal Rate	88% June	77% July	Decrease	
Online Renewal Rate	22% June	22% July	Increase	
Mail-in Renewal Rate	52% June	7% July	Increase	
Error Rate	1% June	1% July	Decrease	
Back Log	11 days out June	17 days out July	7 days out by Jan 1, 2013	
Overtime	387.30 hours June	286.00 hours July	Decrease OT & OT Spend	

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.

JDIs and RIEs		
Just Do It (JDIs)		Due Date
Check status of internet web design	STRATEGY 1.00	8/30/12 (orig sched for 8/10 was acid by TS team...pending follow-up)
Train employees on ODOs and SVIDs	STRATEGY 2.00	8/1/12 completed 7/25/12
Update the "turner" 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 T-T-T for Mgrs on 8/30, all employees trained by 9/14/12
Give branches mortgage mail		9/1/12
Establish DMV intranet page	STRATEGY 1.00	7/15/12 (TS deadline 8/30/12)
Track repeat visits (counter rejects)	STRATEGY 4.00	7/14/12 completed 7/30/12
UAT - involve Clerks and Managers		Nov 2012
BS - standard counter/workstation design		Oct 2012
Rapid Improvement Events (RIEs)		Due Date
Charter #1 - Proactive communication to Customers		9/17/12 - 9/21/12 Peoria office
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

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

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

JDI – Train Employees on ODOs and SVID

- To ensure DMV employees are applying what they learned during the five hour training session (held in July) and that the agency and office level performance is improving as a result of the training, a performance improvement incentive will begin in August and run through November challenging each office to improve their error rate as a result of odometer disclosure.
- The office with the greatest percentage of improvement will be declared the winner, providing they meet a minimum 5% reduction in odometer errors and their overall error rate does not increase during that same timeframe.
- Odometer training is referred to as ODOSUSHI, an acronym to assist the employee in remembering the important details required to accurately process the title. Keeping with that theme, the winning office will have lunch provided by Panda Express.



Pub. Information

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