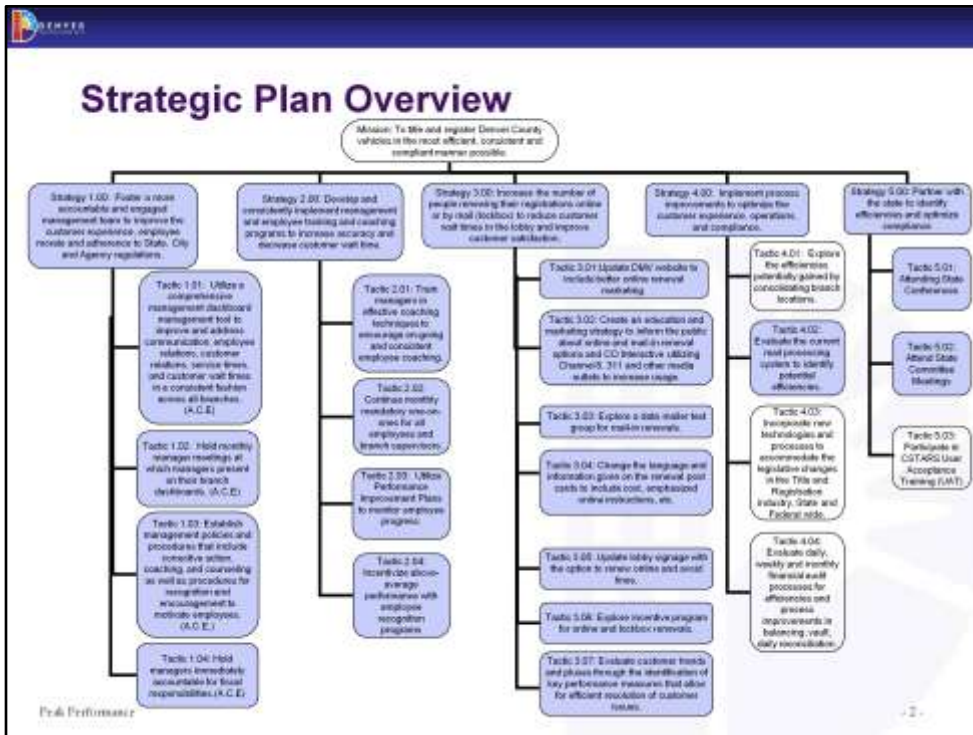


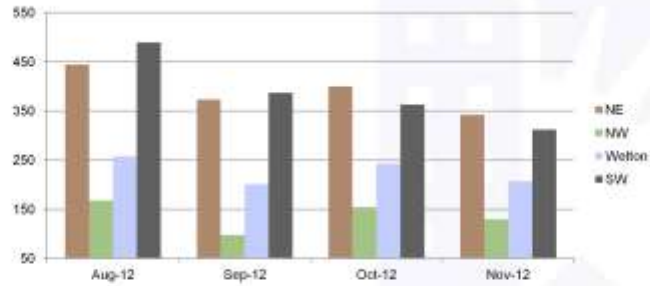
Attendees: Tony Frazzini (DMV Director), Illya Scott (DMV), Chris Bradshaw (DMV), Scotty Martin (BMO), PJ Taylor (DMV Deputy Director), Sarah Kurz (Citywide Marketing Director), Derrick Kuhl (BMO), Stephanie Adams (Manager BMO Performance Initiatives), Brendan Hanlon (Budget Director), David Edinger (Chief Performance Officer)



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

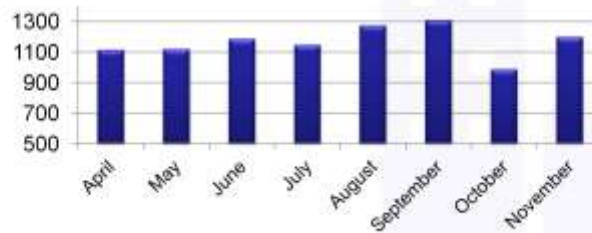
### Strategy 3: Reduce customer wait time, reduce backlog, and reduce the overtime cost to improve customer experience.

- We will continue to follow the Dealer transactions to identify if the Dealers are taking their business to the NE and SW offices as a result of the Dedicated Dealer Desks at those locations.



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

- On November 2, 2012 each office was provided a "Dealer Drop-off" self-service area. It includes a drop box and date stamp allowing the Dealer/Runner to perfect the lien paperwork themselves and leave the paperwork in the drop box.
- Our staff will check the box at least twice daily and process the paperwork at the drop-off location. We are hopeful this will provide an added sense of security to the Dealer/Runner community that their lien is perfected on the same day it is dropped off and there are no unnecessary delays in processing the paperwork.
- A Dealer newsletter is being distributed the entire month of November at each of the branch locations promoting this new service and the newsletter was also sent to the CADA/CIADA representatives for e-mail distribution.

**Dealer Drop-offs**

**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 since we opened the Dedicated Dealer desks on August 6, 2012

Wait Time	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Plates/Titles	1:01:27	1:13:19	1:22:41	0:54:06	0:56:23	1:00:24	1:06:21	0:58:11	00:43:10	0:30:30	0:33:59
Renewals	0:47:52	1:01:13	1:12:36	0:45:44	0:46:23	0:42:26	0:42:34	0:43:05	00:33:22	0:24:17	0:25:50
Dealers	1:04:26	1:22:47	1:32:55	0:58:32	1:03:57	1:02:40	1:04:35	0:38:45	00:37:10	0:25:34	0:23:35
<b>Average</b>	0:55:18	1:08:25	1:18:51	0:51:20	0:52:28	0:52:00	0:55:05	0:51:10	00:38:50	*0:27:41	*0:29:53

\* As part of the prescribed OJT curriculum, the trainees were able to provide additional assistance on the counters during the month of November.



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



Peak Performance

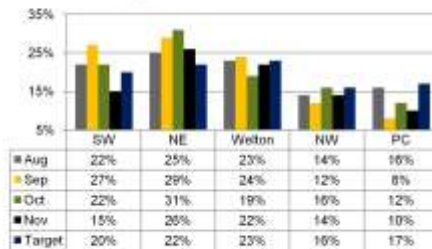
- 6 -

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

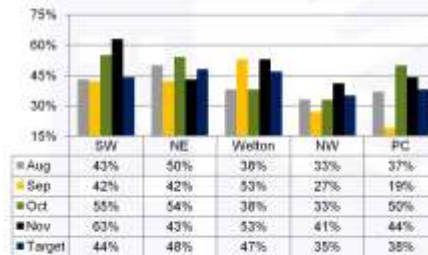
▪ **ODOSUSHI Performance Incentive**

- The NW office won the incentive; showing an average 6.5% improvement in Odometer errors over the four month period.
- Since the training in July the Agency did realize a decrease in Odometer errors(3%), however we are committed to making further gains in this area in 2013.

**% of DMV errors**



**% of Odometer errors**








**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 DMV Facebook page was launched on November 29, 2012. We hope to augment the information that we have on our website and provide additional education, information and marketing to the Facebook audience
  - visit: [www.facebook.com/DenverMotorVehicle](http://www.facebook.com/DenverMotorVehicle)
- The DMV also started a twitter account and hopes to capture some followers through that social media as well.









**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

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

Metric	Last Measure	Current Measure	Goal	Progress
Service Time	<u>00:05:01</u> October average	<u>00:04:47</u> November Average	Maintain 00:05:00 Average	
Customer Wait Time	<u>00:27:41</u> October Average	<u>00:29:53</u> November Average	40:00 by Jan 1, 2013	
Manual Renewal Rate	<u>86%</u> October	<u>83%</u> November	40% by Jan 1, 2013	
Online Renewal Rate	<u>21%</u> October	<u>22%</u> November	30% by Jan 1, 2013	
Mail-in Renewal Rate	<u>13%</u> October	<u>24%</u> November	30% by Jan 1, 2013	
Error Rate*	<u>1%</u> October	<u>1%</u> November	Decrease	
Back Log	<u>3 days out</u> October	<u>8 days out</u> November	7 days out by Jan 1, 2013	
Overtime	<u>74.59 hours</u> October	<u>59.25 hours</u> November	Decrease OT & OT Spend	

- The increase in the backlog is a direct result of the loss of personnel in the Processing Center.
  - All three of the on-call employees did not work during the month and two full-time employees were sent to the Welton office to back-fill for vacancies which developed.
  - As a result, the agency has been sending mortgage mail to the branches, which is the contingency plan when our backlog reaches 5-6 days.



## JDis and RIEs

Just Do It (JDis)		Due Date
Check status of internet web design	<b>STRATEGY 3.00</b>	6/30/12 <del>completed 9/7/12</del>
Train employees on ODOs and SVIDs	<b>STRATEGY 2.00</b>	8/1/12 <del>completed 7/25/12</del>
Update the "runner" form to collect dealer's e-mail address		8/1/12 <del>completed 7/2/12</del>
Add Customer Service Standards to existing training		Sep 2012 <del>completed 11/20/12</del>
Highlight customer receipt in an effort to educate customers	<b>STRATEGY 1.00</b>	8/15/12 <del>completed 8/13/12</del>
Give branches mortgage mail		9/1/12 <del>completed 9/4/12</del>
Establish DMV intranet page	<b>STRATEGY 1.00</b>	7/15/12 <del>completed 9/13/12</del>
Track repeat visits (counter rejects)	<b>STRATEGY 4.00</b>	7/14/12 <del>completed 7/30/12</del>
UAT – involve Clerks and Managers		Nov 2012
6S – standard counter/workstation design		Oct 2012
Rapid Improvement Events (RIEs)		Due Date
Charter #1 - Proactive communication to Customers		8/17-9/21 <del>Postponed due to JDis</del>
Charter #2 – In-Service training curriculum to reduce rejects		Nov 2012 <del>Training JDis</del>
Charter #3 – Design data mailer		Dec 2012 <del>Project</del>
Charter #4 – Educate Customers before they arrive and while they are in line		Feb 2013 <del>Marketing Initiative</del>
Charter #5 – Encourage Dealers to drop-off		Mar 2013 (tentatively planned for Nov)

## VSSC

- **The Value Stream Steering committee met on November 14, 2012 and accomplished several things:**
  - Updates on the JDIs which have already been accomplished. One theme seemed to be the need for better follow-up to ensure sustainability by the organization.
  - Additionally, four new JDIs were identified, two will specifically address follow-up on Odometer errors and the use of the intranet.
  - Finally, the DMV's first RIE is slated to take place from January 7 – January 11, 2013
    - It is being referred to as "Hi to Bye", with participants attempting to reduce the title transaction time by 30 seconds.
    - Laura Moorhead will be the Facilitator

Synopsis	Person Responsible	Target Date
<b>Production Board</b> (to assist with improving the # of ODO/SUSHI errors and sustaining the gains which are made)	Illya	Feb 2013
<b>Computers</b> (the sunrays are not performing well; therefore, it is inhibiting our ability to promote the intranet effectively to our employees)	Jason	Jan 2013
<b>Dealer Drop-offs</b> (network with Dealers to promote more drop-offs versus walk-in traffic)	Tony/Chris	Dec 2012
<b>6s common areas</b> (develop standardization in supply rooms, and workstations at the branches and the PC)	Ryan	End of Jan 2013

## 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 1<sup>st</sup> business day, last business day and 1<sup>st</sup> business day following a holiday).
- Through continued focus on individual performers, we hope to see an improvement in Odometer errors.

## Next review

- **Next Performance Review: January 10, 2013**
- **Strategies and Tactics of focus for next meeting**
  - Monthly update on Wait Time, Back Log and Overtime
  - Continued review of the Dedicated Dealer Desks
  - Ongoing initiatives aimed at the renewal customers