Colorado Department of Revenue

Division of Motor Vehicles

Strategic Plan for 2013-2017

February 20, 2013

Driving Forward to Excellence in Service, Security, and Safety

From the Director

The Colorado Department of Revenue's Division of Motor Vehicles (DMV) is committed to improving its operations to provide better service to the citizens of the Centennial State. This five-year strategic plan provides a roadmap for the division to achieve higher levels of performance and attain our vision – ***To be a high performing team with dedicated employees Driving Forward to Excellence in Customer Service, Identity Security, and Public Safety.*** The DMV plan complements the Department of Revenue Strategic Plan. It was created with the input from managers across all sections within the division.

The overall purpose of the DMV Strategic Plan is to establish a framework from which to streamline operations and increase effectiveness in serving customers in the most efficient manner possible in order to achieve what Governor Hickenlooper has termed an "elegant" experience for both the citizens of Colorado and our employees. It builds upon all the work done in the past to improve DMV services. The plan addresses four areas of focus for improvement over the next five years as well as goals and performance objectives for measuring progress on a monthly basis.

There are four areas of focus for making improvements in customer service, document security, and public safety. The four focus areas include organization, business processes, facilities, and Information Technology (IT) systems. Over the next 5 years the division will strive to increase the effectiveness of the organization, improve business processes, and upgrade facilities and information technology systems. One of the business processes included in the strategy is the development of a DMV finance plan. With the assistance of key outside partners, the DMV will implement a viable financing strategy to adequately fund its services and future capital improvements.

As previously mentioned, the strategic plan addresses goals and performance objectives for the DMV. The five goals include customer service, fiduciary compliance, statutory compliance, employees, and public confidence. Measureable performance objectives were developed for each goal which will be evaluated monthly to make appropriate actions for improvement. The division has measurable performance standards for its call centers and offices that are provided in a monthly report to the department.

The DMV was successful in completing numerous major initiatives over the past 12 months which are already assisting in improving services and will serve as the foundation for future enhancements. In June 2012, a new information technology network, as well as driver's license office equipment was deployed to all our offices. This deployment of new equipment was critical to the establishment of more reliable services at driver's license offices and to increasing the security of our processes. As a result of these enhancements, the U.S. Department of Homeland Security recently announced the Colorado driver's license and identification card are recognized as being compliant with Real ID standards. In December 2012, the division completed the planned deployment of an electronic queuing system to 13 Front Range driver's

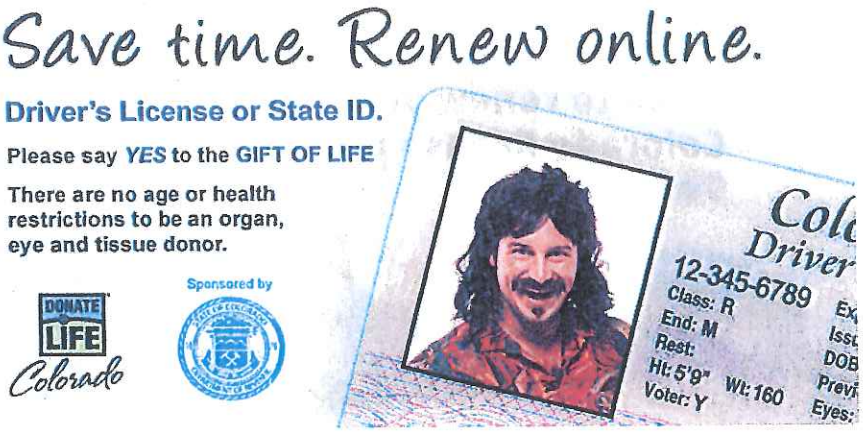
license offices. Additionally, online appointments are now available at each of the 13 offices. Included in the strategy is developing a plan to expand this capability to all our offices and use this technology as a basis for continued improvement in our service across the State.

Key partnerships remain a vital part of the strategy and will continue in support of public safety and public assistance. The DMV will continue to work with the department and the State-wide Internet Portal Authority (SIPA) to increase and improve online services.

The DMV Team is committed to improving our service delivery at the least cost to the Colorado taxpayer. Each passing month, we will strive to provide the citizens of Colorado a higher level of customer service. Thank you for your interest in reviewing our strategic plan. If you have any comments or suggestions, please send them to DOR_MVAdmin@state.co.us or call (303) 205-5944.

Sincerely,

Mike Dixon
Senior Director
Division of Motor Vehicles
Colorado Department of Revenue
Driving Forward to Excellence in Service, Security, and Safety!



Contents

Introduction

Organization

Core Functions

Support Functions

Yesterday, Today, and Tomorrow

Performance Goals & Objectives

DMV Strategic Plan

Introduction

The Division of Motor Vehicles or DMV provides services used by nearly every citizen of the State. Colorado citizens utilize identification, driver, and vehicle services at State and County offices to obtain identification cards, driver licenses, vehicle registrations, titles, and other related services. Additionally, the DMV licenses and provides oversight of private businesses and government organizations that provide driver and emission testing services. Finally, the division works closely with other state agencies and programs to provide information and education to serve the public and encourage voluntary compliance.

The DMV Strategic Plan for 2013-2017 was published to outline a positive path forward to successfully transform the DMV into a customer-focused business enterprise. The transformation of the division will address not only the business processes used within the division, but also the information technology systems that are used to accomplish all business transactions. The mission of the division reflects our purpose:

Our mission is to provide excellent identification, driver, and motor vehicle services to help make Colorado a safe place to live, work, and play.

Our vision is to build a Division of Motor Vehicles that is always driving forward to achieve excellence in all areas of business. Management and employees are committed to a vision of becoming ***a high performing team with dedicated employees Driving Forward to Excellence in customer Service, identity Security, and public Safety.*** We are striving to improve our organization, procedures, and information technology systems to achieve excellence in service to all our customers, the highest level of security in all our products, and afford our citizens a safer Colorado.

The plan was created with the input from a team of managers from all sections within the division. It aligns with the "Colorado Department of Revenue Strategic Plan for FY2012-FY2013". The development of both the department and division strategies included input from employees in the 2011 Department of Revenue Engagement Survey.

The DMV Strategic Plan is also intended to achieve higher levels of "effectiveness" and "efficiencies" in order to create an "elegant" experience for both our customers and employees. The department's five performance goals and related objectives will help the division measure progress on a monthly basis in the areas of customer service, fiduciary compliance, statutory compliance, employees, and public confidence.

The strategic plan has four areas of focus in order to improve customer service, document security, and public safety.

The four focus areas include:

- **Organization.** Improve the organization of the DMV to optimize and empower the management team and employees to instill a customer-focused approach in providing the highest quality and accessibility of identification, driver, and motor vehicle services.
- **Business Processes.** Continuously review and revise procedures used within the DMV to ensure excellent customer service while sustaining the security of all identification, driver, and motor vehicle products and related services. Improve the funding model for the DMV to achieve sustainability, sufficiency, and simplicity that ensures the most efficient use of resources to attain the most effective results.
- **Facilities.** Establish management processes to ensure our offices provide a safe and pleasant environment for customers and employees.
- **Information Technology (IT) Systems.** Upgrade information technology systems to improve customer and employee satisfaction to achieve high levels of mission performance and make the DMV an employer of choice.

The following are Colorado Department of Revenue employee values:

Communication – Encourage an inclusive environment that fosters ongoing creative and respectful exchange of information and ideas between employees, management, and public.

Dedication – Demonstrate a strong support for the mission of the organization and service to the people of Colorado.

Ownership - Promote active and constructive participation in the organization; Take pride in the organization and what you do; and create a sense of community.

Responsible Government – Guarantee responsive, accountable services and pursue policies and ideas that are prudent and consistent.

Teamwork - Work collaboratively to achieve a common goal.

Respect - Value the opinions and thoughts of all customers and employees and treat them with dignity.

Unity – Foster a unified Department of Revenue.

Stewardship – Ensure careful and responsible collection and distribution of the public's money and information.

Transparency - Utilize processes, procedures, and forms that are understandable and easy to use.

Organization

The Division of Motor Vehicles (DMV) is one of four divisions of the Colorado Department of Revenue. The division has an administrative section, investigations unit, identification and driver services sections, and motor vehicle services sections. The division is located at 1881 Pierce Street in Lakewood.

There are 56 driver's license offices across the State including the Lakewood facility that provide identification and driver services. Twenty offices are operated by the County Clerk and Recorder under memorandum of agreement with the DMV. The Driver's License section provides oversight of driver's license offices. The Driver Control section operates from the Lakewood Office to provide management of driving records, administers court directed sanctions, and provides support to law enforcement and other agencies.

Motor vehicle services are provided at and 1 State office and 105 County offices. Each of the 64 County Clerk and Recorders are authorized agents of the Department of Revenue for providing title and registration services. The Title and Registration sections provide operational support to the Counties. The Emissions section regulates emission-testing facilities and their inspectors.

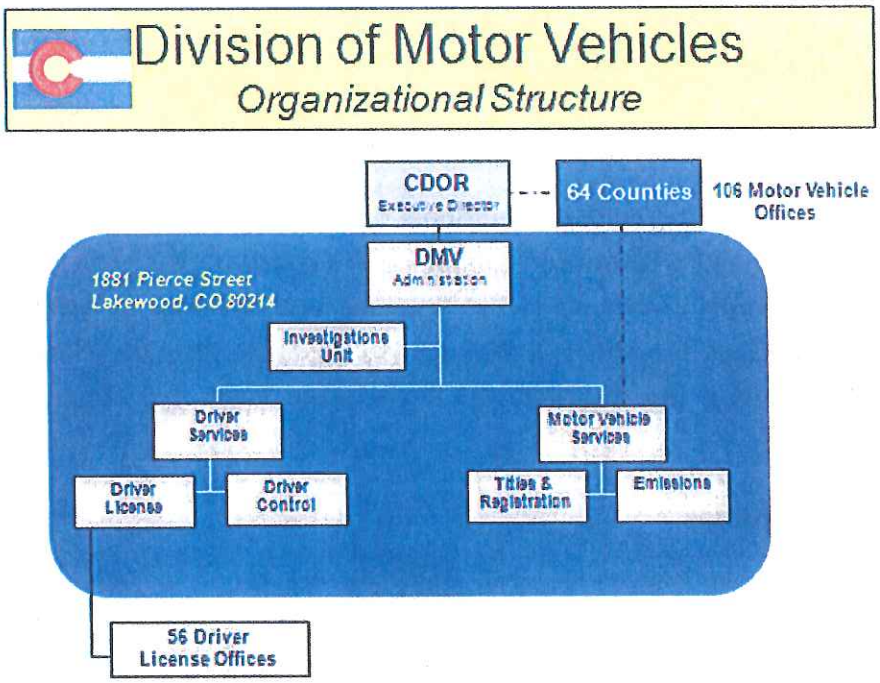
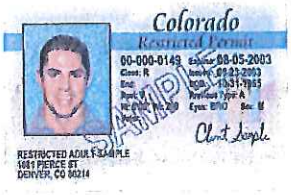


Figure 1 – DMV Organization Summary

Core Functions

Identification and Driver Services



This section of the DMV issues permits, licenses, and identification cards to qualified individuals as well as manages the official record of all drivers and administers sanctions based on information exchanged with the courts, law enforcement, and other authorized entities. Included is licensing and auditing of commercial driving schools and their testers, managing the Ignition Interlock program, and providing support to law enforcement.

Motor Vehicle Services

This section of the DMV provides operational support to county motor vehicle offices who serve as the Department's authorized agents for the collaborative issuance of vehicle title and registration documents. Included is the licensing and auditing of vehicle emission-testing facilities and individual inspectors, managing the Motorist Insurance Identification Database program, administering the International Registration Plan, and supporting vehicle-related organizations.

Enforcement Services

This unit of the DMV investigates all activities related to the DMV core functions to detect and prevent fraud. In pursuit of criminal prosecutions and administrative sanctions, the unit works

with local, state and federal law enforcement. Included is the verification of customer identification through exception processing.

Support Functions

Public Safety Outreach

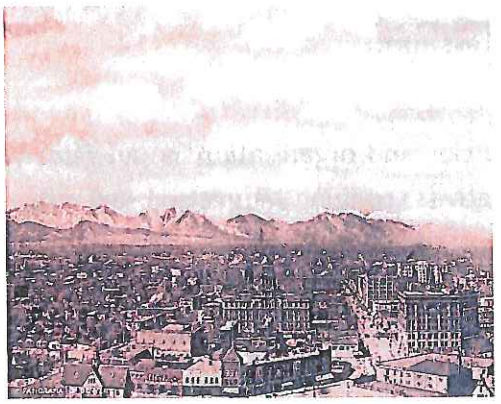
The DMV supports local, state, and federal agencies and organizations in an effort to improve public safety. The division provides representatives, training, education, and subject matter expertise to numerous task forces, work groups, and programs. Some examples include: Colorado Interagency Task Force on Drunk Driving (IATFDD); Persistent Drunk Driver Committee; State Traffic Records Advisory Committee; Colorado Teen Driver Alliance; Colorado District Attorney's Council; and State and Municipal Courts. Additionally, the division works on the national level with the American Association of Motor Vehicle Administrators (AAMVA), the Federal Motor Carrier Safety Administration (FMCSA), National Highway Traffic Safety Administration (NHTSA), and related programs to improve public safety on our roadways.

Public Service Assistance

The DMV supports non-profit, local, state, and federal agencies and organizations to provide customers assistance in applying for voter registration, receiving financial and medical benefits, and registering to be an organ, eye, and tissue donor.

Yesterday, Today, and Tomorrow

The Colorado Department of Revenue's Division of Motor Vehicles or DMV has undergone many changes throughout its existence and has provided identification, driver, and motor vehicle services for over 76 years. Some of Colorado's Cities began issuing license plates as early as 1906. County Clerks established motor vehicle services for the State when they began issuing vehicle registrations in 1913 and driver licenses in 1920. The Department of Revenue and a Motor Vehicle Division were established in 1936. With the DMV operating in the basement of the Capitol building, it became the central depository of driver, registration, and title records. All records were maintained in vertical Cardex files that were used until 1984.



Yesterday – Capitol Building

Today – Lakewood

The Motor Vehicle Division operated in the basement of the Capitol building for 18 years until it moved to a remodeled machine shop. Purchased from the Moore Equipment Company in 1953, the remodeled property on 150 West 6th Avenue was dedicated in early 1954. The average production standard for a clerk at the time was 150 written reports produced a day. In 1966, an additional wing was constructed adding office space for a new driver improvement section and file storage. Ten years later, another wing was added to increase office space.

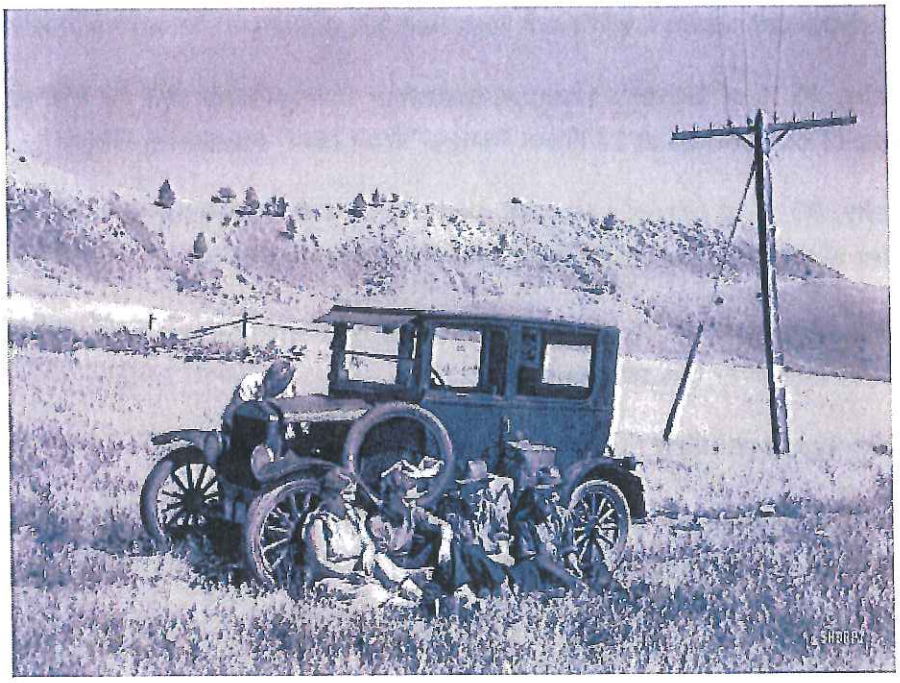
The Port of Entry (POE) section was transferred from the Colorado State Patrol to the Colorado Department of Revenue's Division of Motor Vehicles in 1955. The section remained with the Division until returning back to the Colorado State Patrol on July 1, 2012. Effective collaboration between the Departments of Transportation, Public Safety, and Revenue resulted in a highly successful, seamless transfer.

Computers began to be used by the division in 1974 with the installation of two IBM CRT terminals and printers for driver records and vehicle registrations. A distributed data processing (DDP) system for maintaining title and registration data was implemented between 1983 and 1988. It replaced the manual Cardex files used since 1936. This DDP system has been

renamed the Colorado State Title and Registration System (CSTARS) and is used by the division today. In 1992, a project began to modernize and standardize business processes for driver's license offices. The Driver's License System or DLS was brought online in 1995, replacing a largely manual paper process with a limited computer database. The DLS continues in use today, having gone through several mainframe and software upgrades.

An Emissions Section was established within the DMV in 1981 to support the Colorado Air Inspection and Readjustment (AIR) Program. Operating in partnership with the Colorado Department of Public Health and Environment (CDPHE), the section continues to license and audit emission-testing facilities in counties residing in the emissions program area.

The Division of Motor Vehicles moved to its present location at 1881 Pierce Street in Lakewood in 1996. From a state population of over 800,000 and 13,000 vehicles in 1913 to over 5 million for both in 2012, the services provided by the division and counties have changed to comply with Colorado Revised Statutes. Moving forward, change will continue as the division strives to improve its business processes, comply and enforce Colorado laws, as well as leverage information technology in order to improve customer service, document security, and public safety.



On the Road in 1936

Performance Goals and Objectives

The performance goals and objectives for the DMV are from the Colorado Department of Revenue's FY 2012-FY 2013 Strategic Plan. The division is responsible for achieving the performance standards on the following five performance goals and objectives:

Goal: Customer Service

Provide processes that are clear, simple, timely, and convenient for and respectful of the customer.

Objectives:

- Average wait times for all call centers fall within 10% of programmatic standards identified below:
    - The Driver Services Call Center will answer calls within an average of 8 ½ minutes on an annual basis.
    - The Title and Registration section's call center will answer calls within an average of one minute on an annual basis.
    - Both call centers will block less than 5% of calls on an annual basis
- Annually, 70 % of Driver's License customer transactions will be completed within an average of 60 minutes at 13 Front Range "Wait Less" equipped offices.
- Annually, 90 % of Driver's License customers with appointments will be called to the counter within 15 minutes of their scheduled appointment.
- Increase the number of driver's license and identification card renewals processed online by 20% over the previous year.

Goal: Fiduciary Responsibility

Provide responsible financial, resource, and project management that builds a sustainable foundation utilizing a high standard of care.

Objectives:

- 80% of projects will be completed within budget, on time, and in scope.

Goal: Statutory Responsibility

Promote fairness and consistency in the application of the law.

Objectives:

- Review at least 20% of its rules and regulations each year to make sure that they are in compliance with EO 5, EO 2, and HB 12-1008.
- Increase IRP registrations through electronic filing by at least 5% each year.
- Audit 100 % of 3rd-party Commercial Driving Schools each year.
- Audit 100% of Commercial Driver License Testing Units each year.
- Audit 100% of Emission-Testing Facilities each year.
- Provide all records and information in accordance with statutory requirements

Goal: Employees

Recruit, develop, retain, and value a high quality, diverse workforce in an environment that promotes collaboration, professional development, and employee innovation.

Objectives:

- Support the Department's "onboarding" process for new hires to be implemented by April 2013.
- Support the Department in reducing the time to fill a position, beginning with the personnel request form arriving in human resources to the job offer, by 10%
- Improve employee satisfaction, driving toward 5% improvement over the October 2011 baseline in the DPA employee survey within the 3 categories below. The Survey will be completed in March 2013.
  - Capacity to act on innovative ideas
  - Satisfied with opportunities for career growth and advancement
  - Leaders give a clear picture of direction
- Employees receive timely and meaningful performance plans and evaluations
- Employees complete all CDOR required training within established policy standards
- DL employees meet the fingerprint-based criminal history check required by statute.

Goal: Public Confidence

Maximize public trust through responsible stewardship and transparent processes

Objectives:

- Solicit Customer comments via cards, online or by telephone and respond appropriately.
- Participate in Public Safety and Service outreach efforts.
- Increase Transparency through Rules Process and public outreach.
- Improve accuracy of information on CDOR Website and in employee job aides.

North

West

East

South

DMV Strategic Plan

The Strategic Plan for The Division of Motor Vehicles provides a road map for the organization from 2013 to 2017. There are four areas of focus for making improvements in customer service, document security, and public safety. The four focus areas include organization, business processes, facilities, and Information Technology (IT) systems. The chart below (Figure 2) provides a graphic outline of the strategic plan. Included within each of the four focus areas are ongoing or planned major initiatives (See Figure 3). This plan builds upon the successes achieved this past year.

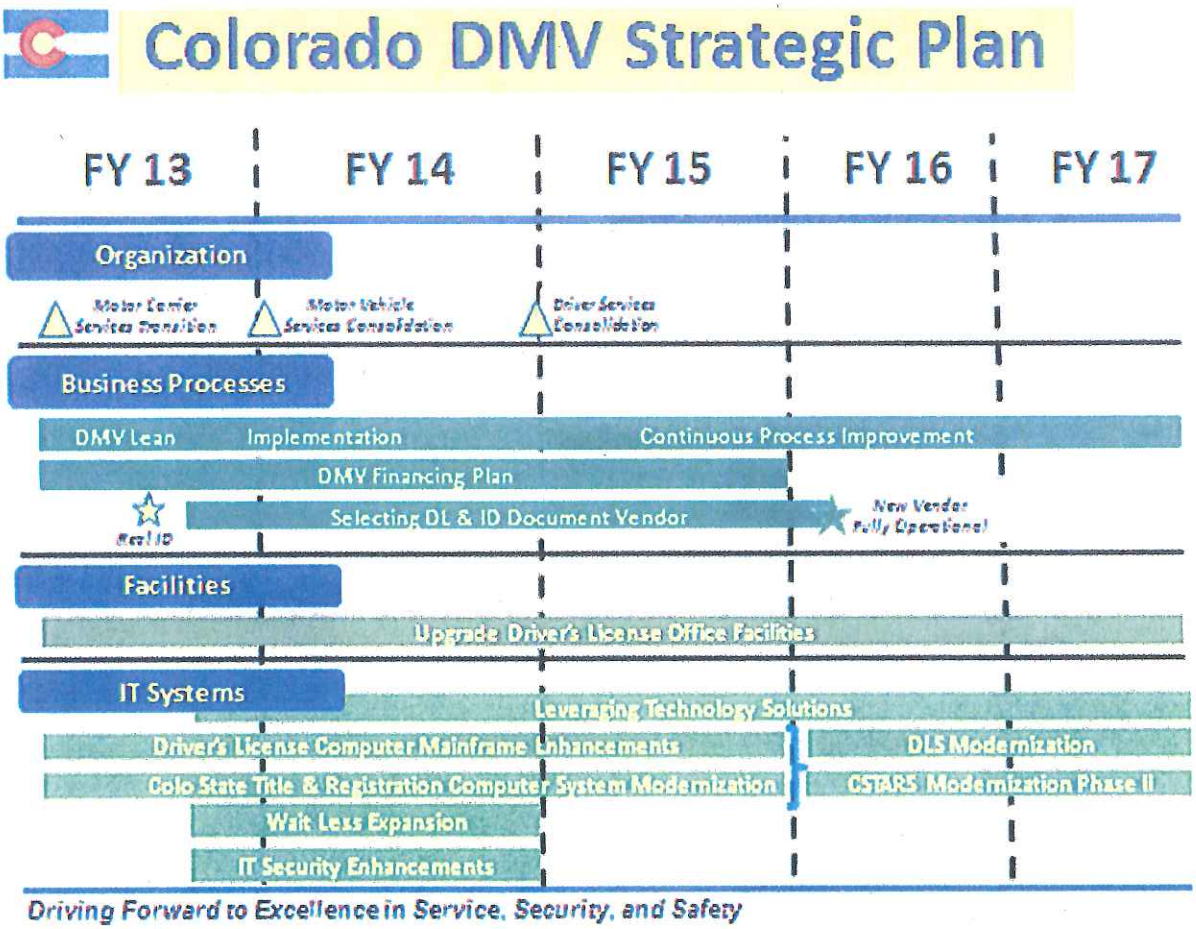


Figure 2 – DMV Strategic Plan Overview

Organization

This first focus area of the strategic plan is the DMV organization. With the elimination of the Motor Carrier Services Division and transfer of the Port of Entry section to the Colorado State

Patrol in July 2012, the DMV executed one of the most significant organizational changes in recent years. Two Motor Carrier Services units were reassigned and moved to two separate sections. The International Registration Program unit was transferred to Titles and Registrations and the Commercial Driver's License Compliance unit was reassigned to the Driver's License section. Both moves have had positive results improving the efficiency and effectiveness of each unit. Moving forward, the division will analyze and if appropriate, make additional organizational changes to streamline and improve performance in providing the highest quality and access for identification, driver, and motor vehicle services.

Major Initiatives

- DMV Lean
- DMV Financing Plan
- Expansion of Wait Less
- CSTARS Modernization & Upgrade
- DLS Enhancements & Upgrade
- Customer Service Technology Enhancements
  - Credit Cards
  - Automated CDL Driver Testing
  - Security Cameras
  - Improved Website
- Facilities Upgrades
- Selection of Driver's License and Identification Card Document Production Vendor

Figure 3 – DMV List of Major Initiatives

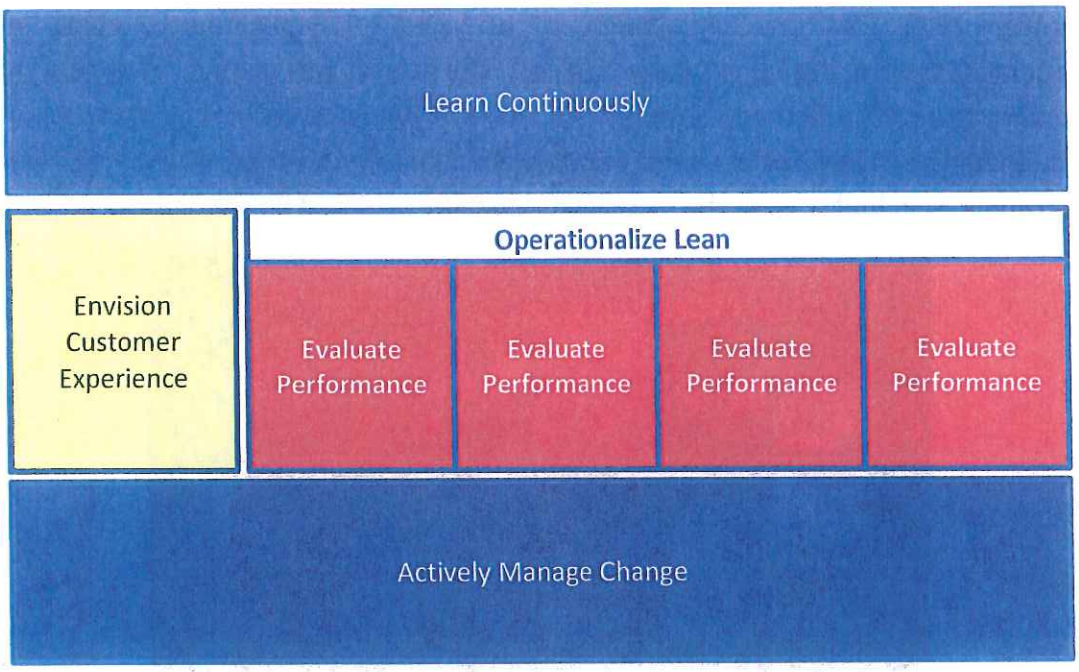
Business Processes

A second area of focus is business processes. The DMV has fully participated in the Governor's Lean initiative which was codified in Colorado Revised Statute in 2011. Utilizing a process developed by Toyota and modified for the State of Colorado, the division has already experienced significant improvement in business processes in several of its sections as well as

with other departments. The DMV participated with the Department of Corrections and the Office of the Secretary of State in two separate Lean projects.

Moving forward, the main effort for employing the State of Colorado Lean Model will be in evaluating and improving driver's license office procedures. The supporting effort will be continuous process improvements in all other areas. In addition to employing Lean processes, the division is also working with the department to develop a finance plan to ensure DMV operations and capital improvements are sufficiently funded. Further, the division will continue to work within the department's new project management process to successfully complete all initiatives. One significant initiative that must be accomplished by 2015 is the selection of a vendor to produce Colorado Driver's Licenses and Identification Cards.

The DMV will sustain key partnerships and increase its outreach in order to improve communications with stakeholders and the public. Leveraging online and other technical solutions will be an important part of process improvement.



State of Colorado Lean Model

Facilities

The third focus area is facilities. The DMV manages 56 driver's license offices, including the facility at 1881 Pierce Street in Lakewood. This past year the division has made progress in upgrading several offices. There is considerable work ahead to ensure all offices meet consistent standards. The division will work with the department in this area as it is creating a new Facilities Management office.

IT Systems

The final focus area for the Strategic Plan is Information Technology (IT) systems. Last year the DMV was successful in completing much needed upgrades of the information technology network and upgrades of equipment of all driver's license offices. These two projects greatly reduced the number of network and workstation outages as well as implemented the final security processes necessary to meet federal standards. Another critical project completed in December 2012 was the deployment of an electronic customer queuing and office management system at 13 Front Range offices. The project was named "Wait Less" and allows customers to make office appointments online and provides office managers with a tool to enable them to actively manage their employees and ultimately reduce customer service times. The strategic plan builds upon the increased capability provided by these three projects.

"Wait Less" Kiosks at Lakewood Office

In the coming months and years, the DMV will continue to evaluate its existing information technology systems as well as explore available technologies in order to improve the effectiveness of employees and improve customer service. In the near term, the division has several major initiatives planned to leverage technology to enhance business operations. Two projects scheduled to begin early this year include an automated testing system for Commercial and non-commercial driver's written tests and the installation of security cameras at driver's license offices. Expansion of the "Wait Less" technology to all driver's license offices will be a top priority as additional funding becomes available. Another critical enhancement that the division is eager to initiate is allowing credit card usage at all offices.

Two longer term projects include replacing or upgrading the computer mainframe systems and associated peripherals that support the driver's license offices and motor vehicle title and registration offices. The DMV has already begun the evaluation process and will develop a proposal which will be used to create a financing strategy that will be provided to the Office of State Planning and Budgeting (OSPB) and Joint Budget Committee (JBC).

The circular Seal of the State of Colorado is an adaptation of the Territorial Seal which was adopted by the First Territorial Assembly on November 6, 1861. The only changes made in the Territorial Seal design being the substitution of the words, "State of Colorado" and the figures "1876" for the corresponding inscriptions on the territorial seal. The first General Assembly of the State of Colorado approved the adoption of the state seal on March 15, 1877. The Colorado Secretary of State alone is authorized to affix the Great Seal of Colorado to any document whatsoever. By statute, the seal of the State is two and one-half inches in diameter with the following devices inscribed thereon: At the top is the eye of God within a triangle, from which golden rays radiate on two sides. Below the eye is a scroll, the Roman fasces, a bundle of birch or elm rods with a battle axe bound together by red thongs and bearing on a band of red, white and blue, the word, "Union and Constitution." The Roman fasces is the insignia of a republican form of government. The bundle of rods bound together symbolizes strength which is lacking in the single rod. The axe symbolizes authority and leadership. Below the scroll is the heraldic shield bearing across the top on a red ground three snow-capped mountains with clouds above them. The lower half of the shield has two miner's tools, the pick and sledge hammer, crossed on a golden ground. Below the shield in a semicircle is the motto, "Nil Sine Numine", Latin words meaning "nothing without the Deity", and at the bottom the figures 1876, the year Colorado came into statehood.

The design for the Territorial Seal which served as a model for the State Seal or Great Seal of Colorado has been variously credited, but the individual primarily responsible was Lewis Ledyard Weld, the Territorial Secretary, appointed by President Lincoln in July of 1861. There is also evidence that Territorial Governor William Gilpin also was at least partially responsible for the design. Both Weld and Gilpin were knowledgeable in the art and symbolism of heraldry. Elements of design from both the Weld and Gilpin family coat-of-arms are incorporated in the Territorial Seal.