State of Colorado
DMV Lean
‘Changing Culture’
• Governor Hickenlooper State of the State Address Jan 2011
  o Fundamental Shift in Culture of Government
  o Make Government more:
    ➢ Effective
    ➢ Efficient
    ➢ Elegant
  o Redesign Delivery of State Services

• State of Colorado Lean Model Training Jan 2012

• DMV Lean started August 2012
Four Focus Areas to Improve Customer Service

- Re-Set Organization
  - Right Person / Right Position
  - Appropriate distribution of responsibilities
  - Fill gaps

- Establish Efficient Business Processes
  - *DMV Lean – Continuous Process Improvement*
  - DMV Financing Plan – Fully fund Driver Services & pay for needed IT Technology
  - Establish routine business processes

- Standardize and Improve Facilities

- Leverage Information Technology Solutions
Colorado DMV Strategic Plan

**Organization**
- Management Set
- Hire Staff

**Business Processes**
- Legislation

**Facilities**
- Standardize Offices
- Upgrade Offices

**IT Systems**
- Credit Cards
- Automated Testing
- New DL/ID Production Vendor
- Colorado DRIVES Phase I
- Colorado DRIVES Phase II

**Additional Notes**
- New Vendor Fully Operational
- Vendor Fully Operational

**Yearly Goals**
- FY 15
- FY 16
- FY 17
- FY 18
- FY 19

**Themes**
- Wait Less Expansion
- Lean Continuous Process Improvement
- Organizational Change from DRIVES
State of Colorado Lean Model

Learn Continuously

- Envision Customer Experience
  - Evaluate Performance
  - Characterize Issues
  - Solve Problems
  - Sustain Gains

Actively Manage Change
Colorado DMV Lean

• 35 DMV Lean projects completed since 2012
  o Rapid Improvement Events “Kaizan” (4)
  o ‘Just Do It’ projects (25)
  o DMAIC methodology projects (6)
• 2 DMV Lean project in progress
• Performance metrics for all sections since 2013
• Status boards for all sections in place 2013
• Each Section will conduct 2 Lean events in the next fiscal year
• Department conducting Lean training in June
## DMV Driver License Lean Rapid Improvement Event

<table>
<thead>
<tr>
<th>Quick Wins</th>
<th>Near Term</th>
<th>Long Term</th>
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<tbody>
<tr>
<td>✓ Generic Log-On</td>
<td>✓ Enhanced Advisor Role</td>
<td>✓ Add Part-time Employees</td>
</tr>
<tr>
<td>✓ Suppress ID Letter</td>
<td>✓ Rewrite Procedures Manual</td>
<td>✓ Eliminate Unnecessary Forms</td>
</tr>
<tr>
<td>✓ Reduce CDL History Requirement</td>
<td>✓ Test Electronically</td>
<td>✓ Accept Credit Cards</td>
</tr>
<tr>
<td>✓ Expand Override Authority</td>
<td>✓ Pilot Expanded Weekday Office Hours</td>
<td>✓ Rapid Fill Vacancies</td>
</tr>
<tr>
<td>✓ Eliminate Notes Requirement</td>
<td></td>
<td>D E-mail On-line Renewal Instructions</td>
</tr>
<tr>
<td>✓ Accept Additional Electronic Address Documents</td>
<td></td>
<td>D Voids Without Re-Creating Records</td>
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<table>
<thead>
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**Safe Drivers • Safe Vehicles • Secure Identities • Saving Lives**
'Just Do It!' Project

- Emissions Section used handwritten log in binder to track issuance of emission temporary permit.
- There was no procedure in place to prevent customers from obtaining multiple temporary permits without a time consuming manual search through the log.
- Two week JDI project in Nov 15 added temporary tag functionality to the existing waiver database system.
- Automating the issuance process provided Emissions Section greater efficiency managing program.
- Preventing abuse of the temporary permits.
**GOAL: CUSTOMER SERVICE**

**Objective: Driver License** customer transactions in Waitless deployed offices will be completed within an average of 60 minutes 65% of the time.

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<th>FY11</th>
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<th>FY13</th>
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<th>FY15</th>
<th>FYTD16</th>
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<td>11.9%</td>
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**Objective: Driver License** customers in Waitless deployed offices will be seen within an average of 15 minutes 50% of the time.

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DMV Titles & Registrations Documents Processing

Documents Processed - DTD
Goal 95%

Documents Processed – FY-MTD
Goal 95%

Documents Processed - FYTD
Goal 95%

Production

DMV Titles & Registrations Documents Processing

Safe Drivers · Safe Vehicles · Secure Identities · Saving Lives
Empower and build confidence in lower level managers:
  - “Positive Change” is possible to improve processes
  - Move away from the ‘that’s they way its always been done’ mentality
  - Recognize waste and understand how it adversely impacts efficiency of work unit
  - Managed process change ensures consistent implementation

Builds team approach through the expectation to work together in developing solutions to problems

Assists in removing silos and promotes communication between work units

Encourages employees at all levels to bring forward recommendations for process improvements

DMV DL and DC RIEs in 2013 continues to have wide-ranging positive impact on both sections

Status Boards provides all staff visual record of daily / YTD performance

Lean aided DMV in gaining support of Governor and General Assembly to fully fund program and support of IT initiatives

Combined with DMV Strategy providing observable results
Questions?