

## DMV Plate Reissuance Task Timeline

<u>Task</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Assigned To:</u>
Public Awareness Campaign - Explain Process - Address	Immediate		
Send Plate Design Letter (Maybe work with RI.GOV)	TBD		
Hard date to encourage people to respond			
Data Clean Up (based on responses to the Plate Design Letter)	TBD		
"Avoid the mess, change your address"			
DMV Finalize Draft RFP and Send to Purchasing	10/20/14	10/20/14	
Finalize Plate Design	11/1/14	11/1/14	
Purchasing Issues RFP	11/5/14	11/5/14	
Vendor Mandatory Site Visit	TBD (11/17 -11/21)	TBD (11/17 -11/21)	
Vendor Questions Due	11/26/14	11/26/14	
Answers to Vendor Questions Posted	12/3/14	12/3/14	

9/15/14

<b><u>Task</u></b>	<b><u>Start Date</u></b>	<b><u>Completion Date</u></b>	<b><u>Assigned To:</u></b>
RFP Response Due	12/19/14	12/19/14	
RFP Responses Distributed to Evaluation Team Members	12/30/14	1/5/14	
DMV to Provide Criteria to IT for Reissuance Selection	1/1/15		
IT then Develops List of Reissuance Plate Holders			
First Reissuance Team Meeting - Review Evaluation Criteria and Review Responses	1/5/15	1/16/15	
Vendor Presentation (Mandatory)	1/20/15	1/22/15	
Reissuance Team Meeting - Complete Recommendation	1/23/15	2/6/15	
Finalize Contract and PO	2/6/15	2/27/15	

9/15/14

**Department of Revenue**  
**Division of Motor Vehicles**  
**Strategic Plan**

**Mission Statement:** The Division of Motor Vehicles is responsible for ensuring consistent administration and enforcement of all laws pertaining to the operation and registration of motor vehicles and is committed to providing excellent customer service with integrity and transparency

**Strategic Issues**

How to:

- Provide expedient customer service in all DMV transactions
- Utilize all available resources to improve employee morale and motivate staff members
- Ensure consistent and effective communication amongst all stakeholders, including employees and customers
- Provide simple and effective methods and procedures for customers to easily complete transactions, whether in person or through expanded on-line services
- Ensure that contemporary and practical rules, regulations, and laws are enacted for the safe operation of vehicles on our local highways

## **STRATEGIC ISSUE 1**

Provide expedient customer service in all DMV transactions

**Objective 1** | Increase participation for current on-line transactions

- Conduct on-going review of on-line transactions with vendor to ensure customer needs are being met

**Objective 2** | Ensure staffing needs are adequate to meet customer volume and maintain reasonable wait times.

- Maintain continuous recruitment and selection of Customer Service Representatives (CSR's)
- Periodically review DMV Staffing Plan for updates, revisions, etc.
- Recruit and hire part-time CSR's to supplement current workforce during lunch and breaks which is consistent with peak volume , i.e., 10 am – 2 pm daily

**Objective 3** | Improve customer services and reduce wait times to an acceptable average wait time of 20 minutes, by December 2016, for all combined transactions.

- Enhance queuing software (Q-MATIC) to include posting of wait times on-line and allow client appointments
- Seek funding for software upgrades
- Review lessons learned and best practices in states currently utilizing on-line scheduling for appointments
- Conduct semi-annual review of all DMV forms and checklists
- Seek funding for requisite staffing, i.e., part-time employees, additional FTE's

**Objective 4** | Conduct a comprehensive review of all branch offices to evaluate operational efficiency and customer services

- Establish check-in booths, as necessary, in all branch offices
- Recommend improvements to branch offices as required

**Objective 5** | Participate in the modernization of the DMV Legacy software system to ensure the timely delivery of a successful product

- Engage DMV employees to serve as motivated enabling members to the total modernization effort by utilization of DMV Newsletter, employee emailing, staff meetings, etc.
- Ensure DMV employees are provided with timely information of modernization efforts and progress
- Ensure adequate assignment of DMV subject matter experts to modernization team efforts
- Provide management oversight of modernization progress

**Objective 6** | Seek input from staff on streamlining DMV processes & increasing efficiency

- Meet periodically with staff to obtain suggestions via discussion(s), surveys, etc.
- Disseminate semi-annual report to employees with results implemented pursuant to survey responses

## **STRATEGIC ISSUE 2**

Improve employee morale and motivate staff members

**Objective 1** | Better communication of policies, procedures, etc., to ensure consistency in the delivery of DMV services

- Ensure DMV employees are provided with timely information of modernization efforts and progress via DMV Newsletter, employee emailing, staff meetings, etc.
- Conduct an annual voluntary survey with employees to assess effectiveness of communication(s) and measure job satisfaction to set goals to improve favorable response(s) by 5-10% each year over five (5) years
- Encourage and empower section Chiefs and supervisors to handle responsibilities/management of employees within their job description (area of supervision)
- Conduct an annual survey to measure, determine, and strategize issues related to improving and enhancing customer service, training programs, etc.
- Engage DMV employees to serve as motivated enabling members to the total modernization effort

**Objective 2** | Provide continuous regularly scheduled retraining of employees, i.e., Customer Skills Training, Dealing with Problem Customers, Conflict Resolution

- Prioritize and list sections requiring periodic retraining
- Identify and develop a cadre of trainers
- Develop learning objectives and lesson plans by June 2016
- Create pre and post- tests (evaluations) to assess learning by June 2016

**Objective 3** | Provide annual management training for supervisory personnel

- Identify and/or develop a cadre of trainers (including DOA human resources department) by June 2016
- Develop/identify learning objectives and lesson plans by June 2016
- Create pre and post- tests (evaluations) to assess learning by June 2016

## **STRATEGIC ISSUE 3**

Ensure consistent and effective communication amongst all stakeholders, including employees, vendors, and customers

**Objective 1** | Seek funding to hire a Public Information Officer (PIO) to develop and ensure consistent and effective communication(s) with employees and stakeholders, i.e., customers, media, vendors, etc.

- Establish goals and objectives for the PIO
- Identify an effective communication process (flowchart) to ensure complete and full dissemination of information
- Develop an assessment tool to measure the success of communications amongst employees

**Objective 2** | Develop Public Service Announcements (PSA's) for continuous broadcast on DMV branch television monitors, to communicate effectively with employees and customers about services and changes in laws, DMV procedures, policies, required documents, etc.

- Determine funding source for PSA's; i.e., vendor, educational institution, or in-house development
- Identify applicable PSA's
- Develop an assessment tool for customers to be employed quarterly, i.e., questionnaire, to determine effectiveness of PSA's and ascertain additional PSA development
- Measure number of on-line service hits resulting from PSA's and the correlating reduction in number of services/visits to DMV branches

**Objective 3** | Develop a consistent and effective email communication process/plan.

- Identify best practices utilized by other DMV's
- Utilize existing technology, i.e, software, or develop in-house email communication system that will confirm receipt and acceptance of emails.
- Create an assessment tool to measure effectiveness and understanding of communications

**Objective 4** | Utilize multi-channel marketing strategies, i.e., news media, social media, to enhance communication(s) with the public

- Research the feasibility of employing Facebook, Twitter, Instagram, Linked-in and other forms of social media

#### **STRATEGIC ISSUE 4**

Provide simple and effective methods and procedures for customers to easily complete transactions whether in person or through expanded on-line services

**Objective 1** | Ensure that transaction checklists are easily understood and consistent with current laws, policies, and procedures

- Establish a three member committee to conduct, at a minimum, semi-annual reviews of all DMV documents, forms, checklists, Website, etc. by June 2015
- Utilize customer feedback to reexamine current procedures for conducting transactions
- Review best practices for on-line services in other state DMV's

**Objective 2** | Conduct semi-annual surveys with customers to evaluate current methods, policies, and procedures to ensure that transactions are efficient and maximize customer requirements and satisfaction.

- Establish a three-member team to develop and administer a survey/assessment tool

## **STRATEGIC ISSUE 5**

Ensure that contemporary and practical rules, regulations, and laws are enacted and enforced for the safe operation of vehicles on our highways

**Objective 1** | Evaluate current laws, policies, regulations, rules, etc.

- Establish a working group to conduct an annual review by June 2015
- Recommend and prioritize legislation
- Review all proposed legislative initiatives on a weekly basis to ensure that highway safety is maximized and achieved
- Review best practices, legislation, etc., from other states and through the AAMVA

**Objective 2** | Utilize current technologies available to ensure that problem drivers are identified and restricted from operating motor vehicles

- Establish or enhance relationships with state stakeholders, i.e., State Court System, A.G., Law Enforcement, DOT, MADD, etc.
- Utilize current technologies available to identify problem drivers

**Objective 3** | Plan for the statewide general plate reissuance

- Prepare comprehensive plan for execution of plate reissuance
- Develop RFP, evaluate responses and select vendor
- Communicate plan with stakeholders and general public

At RI DMV

*“Customer Service Is Our Priority”*