



State of Missouri

2008 Governor's Award for Quality and Productivity

Executive Summary

Team Name: Dealer Renewal Process Improvement Team

Nominator: Julie A. Allen

Nominating Department: Missouri Department of Revenue

Inter-agency nominations must include names of all agencies

Category: Process Improvement

Executive Summary:

The Missouri Department of Revenue issues dealer licenses to over 6,000 vehicle and marine craft dealers on an annual basis. All renewal notifications are mailed in September of each year and are required to be renewed by December 31. This creates an influx of activities specifically in November and December. The old process was inefficient and resulted in long wait times for dealers, a high reject rate of transactions because of insufficient application information, and a delay in the issuance of dealer plates. The inefficiency of the old system even resulted in dealers running on expired dealer plates in January 2007 because were not able to provide them with current plates in a timely manner.

The process improvement team began the reviews by 1) identifying key players in the processing section; 2) evaluating the bureau goals and expectations from our review; 3) retrieving all written materials on the dealer licensing and renewal process including procedures, statutes, forms and communications; 4) mapping out current process; 5) meeting to define each step involved in the processing and renewal of dealer plates; 6) logging suggested improvements; 7) presenting suggestions to management for their review; 8) implementing recommendations.

The team identified 16 necessary changes to the dealer renewal process that could be implemented immediately to improve customer service. The recommended changes were implemented and provided dealers with clearer communications, reduction in steps, quicker turnaround time for licenses to be mailed to dealers and for dealer plates to be delivered to dealers, cross-training of staff to handle multiple job functions and less rejected transactions for incomplete information. In addition, dealers were greeted in a newly renovated customer service center. The new center provides a more professional atmosphere not only for our dealer customers but our title and registration customers and the office staff. We were able to reduce wait time, reduce the number of rejected transactions, and better respond to phone inquiries and issue dealer licenses and dealer plates more efficiently and timely. The congested flow of customers and long wait times did not exist this past November and December and dealers did not have to drive on expired plates.



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NOMINATION FORM

I. GENERAL INFORMATION

Department: Missouri Department of Revenue

1. Project or team name.

Dealer Renewal Process Improvement Team

2. List the name of all team members, job titles, state agency department, and/or community organization.

All Department of Revenue members:

Peg Cassmeyer, Revenue Manager, Process Improvement and Distribution, PICC
Nicki Hollis, Revenue Section Supervisor, Contract Office Public Service – DMV Academy
Miriam Pace, Administrative Analyst II - PICC
Connie Falter, Revenue Manager, MVB
Kandi Singleton, Administrative Analyst II - PICC
Diana Craighead, Administrator, MVB
Lynn Bexten, Administrator, PICC
Tricia Watts, Revenue Section Supervisor, Dealer Licensing Section – MVB
Jean Blackburn, Revenue Section Supervisor, MV Public Service - MVB
David Bechtold, Senior Counsel – LSD
Amanda Karr, Revenue Licensing Technician II – MVB
Mary Bowen, Administrative Analyst II - MVB

LSD – Legal Services Division

MVB – Motor Vehicle Bureau

PICC – Process, Innovation and Communication Center

3. Nomination category.

(Check *only one*)

☐ INNOVATION

☐ CUSTOMER SERVICE

☒ PROCESS IMPROVEMENT

☐ TECHNOLOGY IN GOVERNMENT

☐ EFFICIENCY

4. Describe why you selected this nomination category.

This team identified 16 process improvements after examining the dealer renewal process in its entirety. The recommendations resulted in clearer communications, reduction of steps, and quicker turnaround time for licenses to be mailed to the dealer and dealer plates to be delivered to dealers, cross-training of staff to handle multiple job functions and less rejected transactions for incomplete information.

The congested flow of customers and long wait times did not exist this past November and December and dealers did not have to drive on expired plates as a result of this team's review and the implementation of their recommendations.

II. BACKGROUND

1. When did the team begin?

May 30, 2007

2. When did the team implement this project?

August 2007 – December 2008

3. How long has the project been implemented?

☐ 0 - 3 Months

☐ 4 - 6 Months

☒ 7 - 9 Months

☐ 10 - 12 Months

☐ 12 or more

☐ On-going Project

III. RESULTS/ACCOMPLISHMENT

1. What did the team accomplish? *(Use specific data and examples to identify accomplishments and whom benefited: i.e. agency, division, department, citizens, individuals, etc. Information must be included for nomination to be considered for GAQP.)*

Improve Customer Service

1. Clear Dealer Communication

Previously, the Dealer Licensing Section enclosed/attached multiple items to the dealer applications sent out annually to each dealer. These included checklists and cut sheets. These cut sheets were all different sizes of paper telling the dealer information such as, Attached is an application to renew your dealership's second location. Please complete and sign the application provided and have the appropriate law enforcement agency certify your second location. If your intention is not to renew your second location in 2007, please return the second application along with your renewal application and indicate that you have closed the second location.

Now, a clearly written letter with a dealer's checklist on the back of the letter is sent along with the dealer application.

2. Preparation for Dealer Renewal Season

Previously, in August of each year, the Dealer Licensing Section ran reports from the dealer system checking for missing data and prepared a disc for the Missouri State Highway Patrol (MSHP) to conduct background checks. This gave little time to correct missing data before the renewal notices were sent out in September and the MSHP results were not available when renewal applications started coming in. Currently, if a dealer comes in to renew prior to the MSHP check being complete, the customer is asked to leave their information with us and we'll process the application upon receipt of the background check.

Now, the process will begin in July of each year. This will allow the Dealer Licensing Section to send reject letters to the dealer to obtain missing data and help ensure renewal applications are complete. By submitting the background check request to the MSHP earlier, the results will likely be here in time for the first dealer's arrival after they receive their renewal packets.

3. Step Reduction

- A. Previously, if a new dealer applied for a license after November 1st, they had to immediately complete the renewal process for the next year. This created extra paperwork for a new dealer and multiple applications being completed.

Now, if a dealer applies for a license within the renewal time frame for the upcoming year, the Dealer Licensing Section will perform both functions at the same time eliminating a second trip to the Department.

4. MVE Improvements

- A. Previously, Missouri Vocational Enterprises (MVE) only worked four days per week, Monday through Thursday. This created a delay in the plate turnaround time to our customers.

Now, MVE works five days per week during the month of December.

- B. Previously, the Dealer Licensing Section provided MVE with a listing of dealer plate orders that had current addresses to ship to; in addition to these plate orders they prepared a separate, duplicate listing of all new address changes to ensure MVE shipped the dealer plate orders to the correct address.

MVE is committed to ensuring all plate orders will be sent to the correct address by using the listing of dealer addresses provided by the Department with the plate orders.

- C. Previously, the Dealer Licensing Section prepared a spreadsheet identifying the dealer name and plates to be mailed. This report was delivered to MVE daily but left with the reception desk at the Prison. Last year, one of

the listings got lost and a number of dealers did not receive their plates. This resulted in many phone calls and staff tracking time.

Now, the OA Information Technology Services Division has created an electronic file sent daily to an MVE prison printer. This will increase turnaround time for our customers and eliminate the need to have a runner deliver the reports to the Prison each day. Safeguards have been put in place to ensure that, should the electronic file transmittal fail, the appropriate persons are notified.

Improve Dealer Application Processing

1. Application processing

- A. Previously, a drive-away application was examined by a dealer processing clerk to determine if application was correct, taken to the MVE walk-in window, where renewal tabs were validated. Then the processing clerk would update the dealer file with the renewal information.

Now, TRIPS tracks drive-away plates and assigns a book or renewal tabs to each cashier. Anyone working in Dealers is now able to renew and update the dealer file without having to go multiple places for processing.

- B. Previously, no record was kept informing other employees where the examination process was at any given point. Applications had to be left with the original operator to be completed.

Now, a dealer processing sheet has been developed and will be used with each stack of renewals. If an operator is away for any reason, another operator is able to complete the stack of renewals without doing any double work.

- C. Previously, small post-it notes were attached to the application and then the application was put in a box to key the reject at a later time. The notes were easy to dislodge and the application possibly examined again prior to keying the reject.

Now, a dealer reject cover sheet listing reject codes has been developed that can be firmly attach to the application. Rejects will be keyed in a timely fashion and if a backlog occurs, anyone with reject experience can key the reject.

- D. Previously, all keyed renewals were held on each operator's desk. When error briefs were received in the section, each operator went through them and pulled out the ones they keyed. They would then correct the brief so the business license would issue the next night.

Now, a rotating schedule to work error briefs has been developed. When briefs are corrected, the operator puts the initials of the original keying operator and gives the brief to the supervisor to use with evaluations.

- E. Previously, operators focused on one process each and every day.

Now, a weekly schedule is used for phones, walk-ins, mail-ins, filing, returned reject processing, and miscellaneous work. This allows the employee to concentrate on the process they are working, allows the assignment of any employee to key processes, and lets the supervisor know the talents of each employee. In December when work is at its highest peak, the supervisor can use the employees where they are most needed.

2. Process Tracking

Previously, when an application was accepted, it was placed in a box to key the renewal as time permitted. After it was keyed, the application was put in another box in date order to be filed in the dealer folder when time permitted, usually after the dealer renewal season.

Now, applications will be keyed at the time of acceptance and filed in the dealer file at least bi-weekly. This will update the Dealer System overnight and print the renewal business license. Employees will have the ability to check the Dealer System for updates when calls are received. If the application is required, it will be in the dealer file and not in a box.

3. Reject Tracking

Previously, if the renewal application could not be completed, it was put in a box and rejected when time permitted. This meant whenever a call was received, such as "Where is my renewal?" the telephone operators would have to go through boxes of applications to find out why a dealer had not been licensed.

Now, all incomplete renewal applications will be keyed in the reject system for accessibility by all employees. Not only will the tracking keep employees from hunting through boxes, it will give them information on what the dealer needs to complete on the renewal application. These rejected applications will be filed in dealer number order at least bi-weekly.

Reduce DOR Costs

1. One Page Dealer Renewal Application

Previously, the renewal application was a four-part form, and an application was mailed for each dealer location. If the dealer had multi locations, four blank forms were sent with one preprinted application.

Now, the application will be reduced to a one-part form, saving \$883.40 per dealer renewal season. The Department has the application available on the Internet for dealers with multi-locations to download, complete for each location, and mail back with their original pre-printed application.

2. Distribution Center Mailing

Previously, dealer staff was color coding, attaching instructions, and stuffing envelopes to mail renewals. They were matching pink copies of the application and TRIPS receipts to the renewed business licenses prior to mailing.

Now, the Distribution Center mails application packets on September 1st. They will mail business licenses daily without attaching matching pink copies or TRIPS receipts. This will save approximately \$3,962.52 per renewal season, (81 working days x 4½ hours daily at \$10.87 average pay) and also give back the dealer staff the 4½ hours per day to process more applications.

3. Reject Tracking

Previously, there was no way to track an application if;

- A. An owner was added and had to be sent to the MSHP for an additional background check.
- B. The renewal was not sent because of missing data; or
- C. The renewal was rejected for additional information or money.

Now, all the above will be keyed as a reject for tracking purposes. Reject letters will only be sent for items B and C above. This will save research time for dealer staff as well as the telephone operators.

2. Which of the following describes the benefits of the accomplishment? (Check all that apply and provide an explanation)

- | | |
|--|--|
| <input checked="" type="checkbox"/> cost reduction | <input checked="" type="checkbox"/> time savings |
| <input checked="" type="checkbox"/> improved process | <input type="checkbox"/> other: describe |

III. RESULTS/ACCOMPLISHMENT (continued)

3. Explain how the accomplishments of the team are beyond regular duties and responsibilities (150 words or less).

The team encouraged the Dealer Licensing Section to think outside the box and understand that processes can be done differently and more efficiently. The team worked together with a common goal to improve the dealer processes. There were significant problems identified during the last dealer renewal season that all the team members wanted to prevent occurring during the upcoming renewal cycle. The team was committed to making a difference and changing the way things have always been done.

IV. MEASUREMENT/EVALUATION

1. Explain how the team measured and evaluated this project (Describe in detail the process and results).

Customers provided the correct information and therefore the team had fewer rejected transactions. Wait times were significantly reduced for our customers.

2. Are the benefits derived from this project: (Check only one.)

- ☒ Recurring ☐ One-time

3. Please explain in 300 to 500 words.

Please see the customer service improvement noted in section III, #1.

V. RECOGNITION/AWARDS

1. Has this project ever been nominated for the Governor's Award for Quality and Productivity? If yes, when?

No

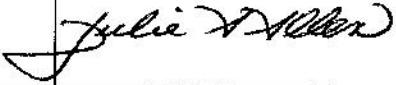
2. If yes, for which category was it nominated?

N/A

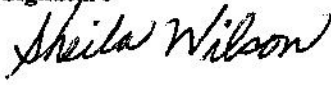
3. Has this project received any other awards or recognition in the past? If yes, describe.

Yes, this team has recently been awarded the International Customer Service Excellence Award in the Team category by the American Association of Motor Vehicle Administrators (AAMVA) and will be recognized at the annual AAMVA International Conference held in Orlando, Florida in August 2008.

VI. NOMINATOR'S INFORMATION

NOMINATING DEPARTMENT			
Missouri Department of Revenue			
Name Julie A. Allen	Signature 	Telephone Number 753-526-1824	E-Mail Address Julie.A.Allen@dor.mo.gov

VII. DEPARTMENT COORDINATOR INFORMATION

DEPARTMENT			
Missouri Department of Revenue			
Name Sheila Wilson	Signature 	Telephone Number 753-751-3122	E-Mail Address Sheila.wilson@dor.mo.gov

VIII. DEPARTMENT DIRECTOR APPROVAL

DEPARTMENT DIRECTOR'S NAME	DEPARTMENT DIRECTOR'S SIGNATURE
Omar D. Davis	

*Nomination must be signed ONLY by the Department Director to be eligible for consideration.
Nominations not signed by the Department Director will be returned.*