



**COLORADO**  
Department of Revenue  
Division of Motor Vehicles



**2024-2027**

# **DMV STRATEGIC PLAN**

**PRESENTED: JANUARY 25, 2024**



# 2024 - 2027 DMV Strategic Plan

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# 1 - Introduction



## From the Senior Director:

This strategic plan is the culmination of the strong engagement of many partners both inside and outside the Division. It reflects where we want to go as a DMV and how we will get there over the next three years.

The planning process included input and feedback from all levels of the Division, as well as numerous partners. The information we gathered was essential in helping us determine a vision for the future; reevaluate our mission statement; identify values that shape our actions; develop strategies that outline successful approaches; and establish strategic priorities, objectives and initiatives that will guide our actions.

A successful strategic plan requires inspiration from the organization's employees, key partners, and commitment from those who will carry out the action plans. Thanks to each of you who submitted a survey or participated in a listening session or interview and participated on the steering committee and working group — your voice was heard, and we are grateful for your engagement and commitment to ensuring the DMV's success.

The DMV is committed to fostering an atmosphere where our mission, vision and values are championed and put into action in our behaviors, decision making, contributions and service delivery. I am looking forward to putting this strategic plan into action as we continue to find ways to innovate and improve as an organization!

Thank you for your engagement in our success.

Electra Bustle

# DMV KEY PRINCIPLES FOR BUILDING THE STRATEGIC PLAN

## **A human-centered design approach to strategic planning:**

The strategic plan is most effective when designed with the needs and desires of the DMV personnel at its core.

## **Ensure the broader DMV has a seat at the strategy table:**

We believed that better results would be achieved when vision and strategy development is done collaboratively. The goal was to prevent groupthink and broaden our strategic "peripheral vision".

## **Use data to enable richer strategic dialogue & planning:**

We used data and market research to ground the strategic plan in a common understanding, while then overlaying the art of the possible to inform options, prioritization methodology, and approach.

## **Invest in measurement:**

We created an actionable strategic plan that establishes mechanisms to measure and monitor outcomes during execution.





## 2 - Plan Development Process

### Planning Governance

#### PURPOSE OF THE STEERING COMMITTEE

Monitor planning approach and progress, direct plan refinement, provide decision-making and prioritization inputs, approve final plan components, and attend milestone meetings.

##### Members

- Electra Bustle
- Rosalie Johnson
- Melissa Lineberger
- Shari Creason
- Ben Mitchell
- Ben Whittier
- Dylan Ikenouye
- Dana Chavez
- Claire Stewart

#### PURPOSE OF THE WORKING GROUP

Attend bi-weekly collaboration and feedback sessions as representatives of the overall DMV to validate discovery findings, help ideate plan design, and review plan components.

##### Members

- Sara Apodaca
- Gabriel Bernal
- Lori Chase
- Heather Cobler
- Shari Creason
- Jennifer Hall
- Teresa King
- Brynna Peterson
- Candace Powers
- Joceyln Rine
- Stephanie Smith
- Crystal Soderman
- Shannon Streif

# Planning Phases

Over the course of 12 weeks, the DMV collaborated with our partner, Slalom, to conduct research and identify gaps, and design the DMV of the future.

## DISCOVERY

- Conducted partner analysis and interviews
- Conducted listening sessions
- Deployed surveys
- Reviewed existing documentation and industry research

## DESIGN

- Conducted visioning activities
- Identified strategic priorities, objectives, and initiatives
- Identified success metrics

## PLAN

- Conducted prioritization sessions
- Validated plan components with working group
- Collaborated to build three-year roadmap
- Identified next steps



## 3 - Discovery Phase

### Where are we today?

To ensure we heard voices from across the DMV and those we impact, we took a multi-pronged, inclusive approach to discovering the current state DMV experience and known gaps.

#### **Conducted 14, 1:1 interviews**

Conducted interviews with senior leaders and partners to understand high level pain points, opportunity areas, initiatives in progress and major DMV goals.

#### **Deployed two surveys to validate themes and received 350+ responses from employees and 61 responses from county partners.**

Deployed surveys to employees and external partners to quantify current pain points and future state vision/goals.

#### **Held four listening Sessions and received 2,600+ unique data points**

- Sessions included Driver's License, Driver Control, Vehicle Services and, Contract, Policy, Legislation and Training, DMV supervisors and County Clerk's and Recorders
- Probed deeper on themes identified in interviews and surveys
- Conducted free-form ideation

#### **Reviewed existing DMV artifacts**

- Previous strategic and performance plans for DOR and DMV
- Operational data
- Service metrics
- Previous employee surveys and feedback gathering
- Any other relevant data to better understand the current state of the DMV experience and vision

#### **Conducted industry research**

- Identified best-in-class DMV experiences in other states
- Uncovered viability and feasibility implications
- Identified areas for innovation that can be pulled from other states

## What is the DMV doing really well?

### DMV

The Mission and Vision of the Division are already strong and required very little updating; the focus of the strategic plan is going from 'great' to 'greater'.

### EMPLOYEES

Employees value the sense of camaraderie, commitment and teamwork at the DMV. Employees feel empowered and inspired by the ability to serve their community, make Colorado safer and improve lives.

### PARTNERS

Renewed, proactive communication and engagement makes Partners feel heard.

### CUSTOMERS

Customer service at the Colorado DMV is largely regarded as some of the best in the country; the innovation in self-service (e.g., kiosks), virtual support (chat and prep call pilots) and location-based services (DMV2GO) are industry-leading.



## Where are there opportunities for improvement?

### DMV

Giving the DMV a chance to catch up with the speed of its own service delivery innovation would improve efficiency, effectiveness and overall satisfaction.

### EMPLOYEES

The shared cultural values of service, teamwork, accountability, integrity and respect could be better demonstrated in the lived values of the employee experience.

### PARTNERS

Partners have a different definition of accountability and failure because their customers are their constituents and members.

### CUSTOMERS

Customers would benefit from the DMV better aligning how it provides services and how it informs and educates the public about accessing them.



## DMV CUSTOMERS

Customers would benefit from the DMV better aligning how it provides services and how it informs and educates the public about accessing them.

### Insights

- Customers would be able to better self-serve or self-direct if they could more easily find their way to information and through processes that are clear and relevant. They don't understand the language of bureaucracy.
- Creating a single source of truth that is regularly updated and democratized for both customer and employees would increase trust and satisfaction in the process.
- There's a domino effect for customers whose unique needs can't be accommodated by the current DMV service models. No identification prevents them for accessing other public services and completing transactions.

## DMV PARTNERS

Partners have a different definition of accountability and failure because their customers are their constituents and members.

### Insights

- Counties would be more willing to align to DMV operating requirements if they saw some level of flexibility to meet the realities of the local environment. They would also prefer more in-person training focused on contemporary issues and/or new topics.
- Partners desire 'Tier 1' support from the DMV so they can better provide services locally to their front-line customers.
- Proactive, collaborative communication and process refinement would help eliminate the implied narrative of, "This is the way you're going to do it whether you like it or not."
- Public safety would be better served if normalized data, such as crash reports, was shared between connected systems faster.

## DMV EMPLOYEES

The shared cultural values of service, teamwork, accountability, integrity, and respect could be better demonstrated in the lived values of the employee experience.

### Insights

- Employees expressed significant concern about compensation compared to cost of living and ability to stay with the DMV due to affordability. It adds a level of stress that reduces productivity and engagement.
- Nearly all employees agree that service excellence is a priority, but many feel that excellence goes unrecognized in a meaningful way.
- A significant opportunity exists to expand the employee's circle of trust outside their immediate working group and supervisor by breaking down silos and providing greater transparency between sections. Employees want to experience the lived experience of shared values.
- Showing personally relevant action as a result of providing feedback would create an opportunity to reinforce employees' trust with leadership and their willingness to continue to share.

## DMV OVERALL

Giving the DMV a chance to catch up with the speed of its own service delivery innovation would improve efficiency, effectiveness, and overall satisfaction.

### Insights

- By aligning the operating and digital-first service models with technology, purchase, integration and planning, the DMV could mitigate much of the inefficiency and dissatisfaction that exists today.
- There is more at risk with the DRIVES upgrade than budget and timeline. Users need to see real value in functionality and support, or it will hinder everything else in the strategic plan.
- Generational divides in society are mirrored inside the DMV in terms of technology adoption and personal priorities.



# 4 - Design Phase

## Where are we going?

### MISSION

We promote public safety, trust and confidence for all Coloradans by delivering customer-centric driver license and motor vehicle services.

### VISION

Improve the quality of life for all Coloradans through exemplary DMV services.

### IMAGINE A WORLD IN WHICH...

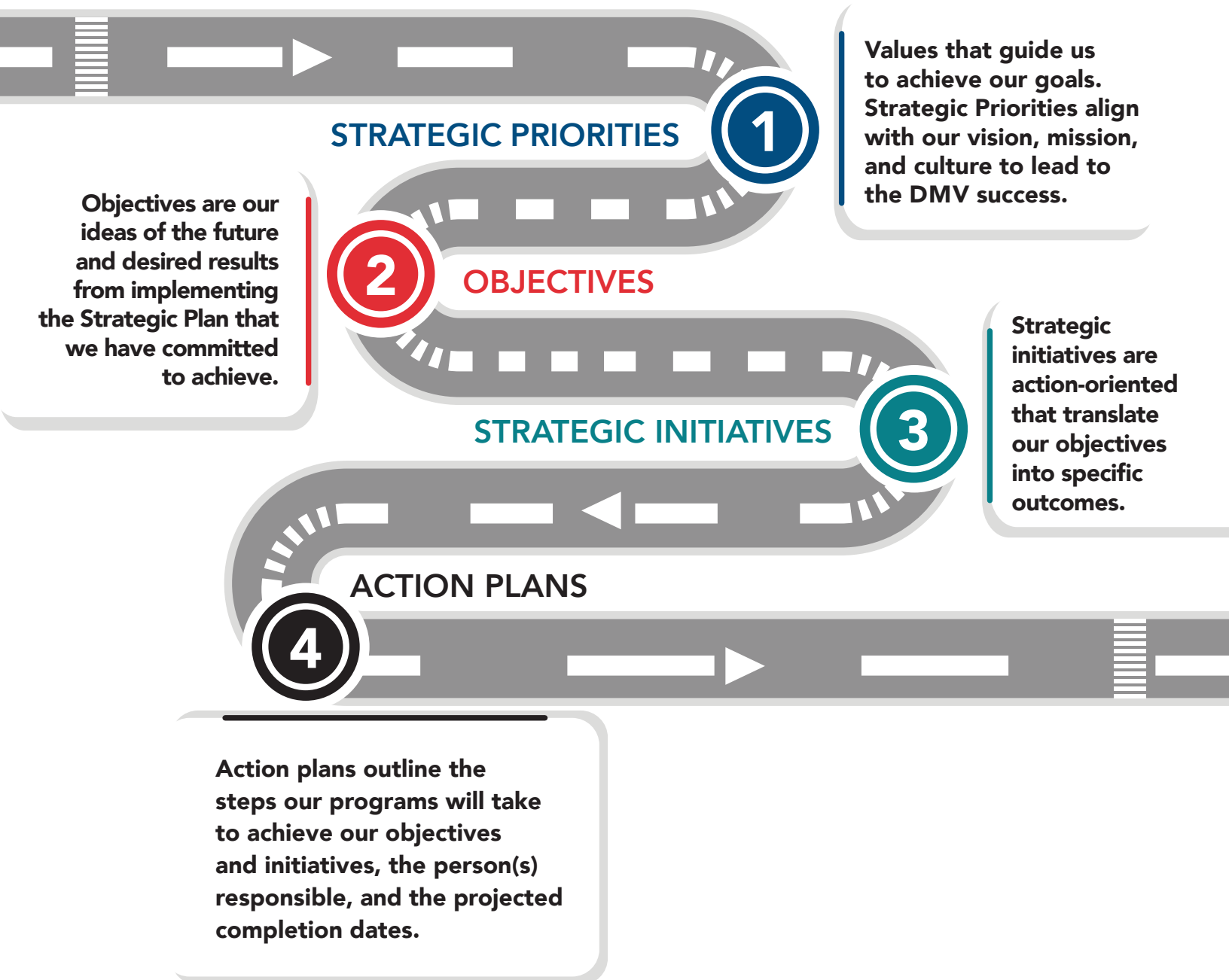
We provide best in class services when, where, and how best meets the customer's needs; our work environments are a place we can thrive and support our customers; and our services are easily understood and clear to our customers.

Our employees feel compensated commensurate with the value they deliver; our cultural values are communicated and also experienced by all; decision-making is collaborative; excellence is rewarded; and honest feedback results in tangible action.

Collaboration with our partners is prioritized; our partners feel engaged and empowered to provide the best service; and that we work together to find opportunities and resolve challenges.

Technological innovation is supported operationally and we are successful in our large system upgrades; we have cross-functional understanding and transparency creating a ONE DMV experience; technology and data are normalized to provide efficient transfer of information and execution of processes.

## How will we get there?



Over the next three years, each strategic priority will be underpinned with objectives, initiatives and individual business action plans.

## STRATEGIC PRIORITY 1

### CUSTOMER-CENTRIC SOLUTIONS:

Deliver a seamless, integrated, and exemplary customer experience.

Objective	Initiatives: How will we do it?	Expected Year of Delivery			
		2nd half FY 24 Jan - June 2024	FY 1 – 2025 July 24 - June 25	FY 2 – 2026 July 25 - June 26	FY 3 – 2027 July 26 - June 27
1.1. Create omnichannel and accessible experiences for customers	1.1.1. Review and identify opportunities in each section for the digital delivery of electronic documents, digital upload of documents and accepting digital signatures.		X		
	1.1.2. Evaluate customer channels to identify areas to improve customer-specific experiences and accessibility needs.		X		
	1.1.3. Identify areas where there is value in the creation and implementation of self-help logic tools and experiences (choose your own journey, I am/I want to... e.g. the Social Media Marketing (SMM) definition tool) on the DMV Website.			X	
	1.1.4. Increase self-service opportunities and identify new services.			X	
	1.1.5. Develop and execute a DMV2GO strategic plan that includes at a minimum: Expansion of Services (e.g. Additional Educational Opportunities, Success Metrics, Future Staffing needs).				X
	1.1.6. Optimize the delivery of DMV services through a review of current practices including, physical environment and space, employee tools and equipment and performance metrics and report out of recommendations.			X	

# STRATEGIC PRIORITY 1

## CUSTOMER-CENTRIC SOLUTIONS:

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	1.1.7. Develop a plan of action and implement a DMV contact center to include staffing needs, integration of needed technologies, AWS, Medallia, other technologies, resource consolidation and simple navigation.				X
1.2. Increase Customer Outreach and Awareness	1.2.1. Conduct a comprehensive review of <i>DMV.Colorado.gov</i> for clarity and efficiency of information, format, navigation and overall effectiveness of the information, including public-facing dashboards.			X	
	1.2.2. Develop an Annual Comprehensive Public Outreach and Education Plan.		X		
1.3. Capture and Act on Voices of Customer Insights	1.3.1. Implement Medallia for all DMV services including office visits and call center interactions.		X		
	1.3.2. Develop and formalize a process to review and analyze customer feedback to identify trends and gaps and implement improvements.			X	

# STRATEGIC PRIORITY 1

## CUSTOMER-CENTRIC SOLUTIONS:

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1.4. Prevent Fraud and Protect Customer Privacy Consistent with Industry Standards.	1.4.1. Implement the most up to date fraud prevention and data protection solutions for online services.		X		
	1.4.2. Develop standardized processes for reporting and controlling fraud mitigation with counties to determine motor vehicle fraud trends and develop education and fraud prevention resources for county partners.		X		
	1.4.3. Analyze current motor vehicle transactions for fraud potential and implement a method of flagging and/or reviewing transactions to prevent and mitigate fraud in motor vehicle transactions.		X		
1.5 Create a single source of truth for DMV information	1.5.1. Conduct a division-wide study on DMV information including website, intranet, section information and procedures, shared drives and identify gaps, redundancies, inconsistencies.			X	

# STRATEGIC PRIORITY 2

## A LIVING CULTURE OF SUCCESS:

Create a positive work environment and culture that promotes employee retention, satisfaction, and innovation.

Objective	Initiatives: How will we do it?	Expected Year of Delivery			
		2nd half FY 24 Jan - June 2024	FY 1 – 2025 July 24 - June 25	FY 2 – 2026 July 25 - June 26	FY 3 – 2027 July 26 - June 27
2.1. Improve Employee Engagement and Well-Being	2.1.1. Create opportunities for employee idea submission, input, feedback and engagement on DMV initiatives, policy changes, and other areas that impact employees or customers.		X		
	2.1.2. Create a unified, meaningful awards program for the division.		X		
	2.1.3. Create a DMV Employee Engagement Committee.	X			
	2.1.4. Develop an annual internal communications plan supporting employee awareness, cross-sectional connectivity and engagement.	X			
	2.1.5. The DMV will work collaboratively with the Specialized Business Group Peer Support Team to provide support to employees experiencing personal and/or work-related stress and following traumatic incidents while on or off duty.	X			
2.2. Increase recruitment success and retention rates at the DMV	2.2.1. In coordination with the DOR Office of Human Resources, create an intentional recruitment strategy for DMV positions.			X	



# STRATEGIC PRIORITY 2

## A LIVING CULTURE OF SUCCESS:

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	2.2.2. In coordination with the DOR Office of Human Resources, develop a comprehensive employee retention plan that includes succession planning and identifying opportunities for employees to have flexible, hybrid, and/or remote work opportunities across DMV.		X		
	2.2.3. Develop a compensation strategy in conjunction with OHR that includes an assessment of current compensation practices, feedback from employees, evaluation of classifications and review of other compensation mechanisms authorized by the State.		X		
2.3. Implement an organizational structure that is aligned with providing Exemplary Customer Service and Culture of Success	2.3.1. Develop a position description and classification review plan to ensure that employees position descriptions and classifications are commensurate with the work requirements.		X		
	2.3.2. Conduct a study of all DMV roles and responsibilities definitions including a role gap analysis and recommendations.			X	
	2.3.3 Review current DMV organizational structure and implement changes to best support and align with internal and external customers needs.			X	

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2.4. Enhance Employee Development Opportunities	2.4.1. Create voluntary career path plans for employees by position; provide education to employees about current professional development opportunities; and integrate voluntary career goal setting as part of the performance planning process.			X	
	2.4.2. Develop a supervisor education and sustainment program that ensures that DMV leadership to front line supervisors are aligned in CORE values, strategic priorities, vision and leadership philosophy.			X	
	2.4.3. Identify gaps in employee training and develop a comprehensive internal training plan that includes operational and SOP training, customer service training, job aides and flow chart and opportunities for cross functional training.				X

# STRATEGIC PRIORITY 3

## STRONGER STRATEGIC PARTNERSHIPS:

Enhance partnership relationships to improve service delivery.

Objective	Initiatives: How will we do it?	Expected Year of Delivery			
		2nd half FY 24 Jan - June 2024	FY 1 – 2025 July 24 - June 25	FY 2 – 2026 July 25 - June 26	FY 3 – 2027 July 26 - June 27
3.1. Increase Road Safety and Consumer Protection Education	3.1.1. Develop a comprehensive road safety and consumer protection education plan, targeting critical issues like impaired/distracted driving, fraud prevention, and vulnerable road users.		X		
	3.1.2. Implement coordinated communications efforts with law enforcement and traffic safety partners for road safety through the DMV communications office.	X			
3.2. Create desirable motor vehicle training programs for partners	3.2.1. Review current motor vehicle curriculum to see if it's updated and develop a regular quality control program.		X		
	3.2.2. Review methodologies to create easier opportunities for Clerk and Recorder personnel to access training when, where, and how they desire.	X			
	3.2.3. Discover opportunities to integrate governed flexibility into external training in order to give partners an opportunity to make processes feasible for their individual situations.			X	
3.3. Increase electronic data sharing opportunities	3.3.1. Work with Statewide Traffic Records Advisory Committee (STRAC) in collaboration toward the implementation of e-citations across all Colorado jurisdictions and municipalities.				X
	3.3.2. Review and identify opportunities for sharing crash data with public safety partners.				X
	3.3.3. Enable partner-facing dashboards with of-interest data points.			X	

# STRATEGIC PRIORITY 3

## STRONGER STRATEGIC PARTNERSHIPS:

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3.4. Improve Alignment and Standardization of Information with DMV Partners	3.4.1. Create a County Support structure as a one-stop shop for county coordination, information, guidance, questions, communications and support.		X		
	3.4.2. Create a quality assurance team who would solely work on providing accurate and consolidated resources and serve a primary contact for the counties.		X		
	3.4.3. Engage critical partners related to information provided by DMV to determine gaps and develop a feedback loop for improvement.			X	

# STRATEGIC PRIORITY 4

## OPTIMIZED TECHNOLOGY:

Integrate planning, operations, design and use of technology.

Objective	Initiatives: How will we do it?	Expected Year of Delivery			
		2nd half FY 24 Jan - June 2024	FY 1 – 2025 July 24 - June 25	FY 2 – 2026 July 25 - June 26	FY 3 – 2027 July 26 - June 27
4.1. Modernization of DMV Systems	4.1.1. Successfully implement the DRIVES CORE 21 upgrade.			X	
	4.1.2. Successfully implement the Performance and Registration InfoSystem Management (PRISM) for Vehicle Services.	X			
	4.1.3. Finalize the development of the Electronic Vehicle Title and Registration (EVTR) program, including resource needs.		X		
	4.1.4. Evaluate current technologies, software, solutions, and integrations to determine ways to improve customer, user, and stakeholder experiences.				X
4.2. Leverage Data to Create Meaningful Performance Measures	4.2.1. Conduct an analysis of performance metrics for each section and provide a report of consistency of data, current state, what we should keep doing, what we should stop doing and what we should start doing.	X			
	4.2.2. Identify opportunities for data engineering, management and interoperability to allow faster access to data and insights and resource drag related to manual data logging/reporting.			X	
	4.2.3. Develop comprehensive DMV data policies to align section data and adhere to DOR data management practices.		X		



# 6 - Implementation Phase

## Implementation Phase

**Active Communication:** The DMV will clearly communicate the plan to all employees and make sure everyone understands their role.

**Leadership Sponsorship:** The DMV leaders will be actively involved in the implementation process and set the tone for the division.

**An Implementation Team:** The DMV will identify a dedicated team responsible for overseeing the implementation process.

**Action Plans:** DMV business teams will create detailed action plans with timelines, owners and success measures to monitor progress.

**An Implementation Team:** The DMV will identify a dedicated team responsible for overseeing the implementation process.

**Training and Development:** The DMV will identify any skill gaps that may hinder implementation and provide training/development to address these gaps.

**Feedback Mechanisms:** The DMV will create channels for feedback from employees, customers and partners.





# 7 - Success Measures

## Strategic Plan Success Measures

**Customer-Centric Solutions:** Deliver a seamless, integrated, and exemplary customer experience.

- Increase satisfaction survey submission to 7% of all customers served.
- Maintain 3.5 or better satisfaction rating
- Increase self-service platform usage from 42 to 45% with a stretch goal of 50%

**A Living Culture of Success:** Create a positive work environment and culture that promotes employee retention, satisfaction, and innovation.

- Increase Employee Engagement Score from 72.6 to 75%

**Stronger Strategic Partnerships:** Enhance partnership relationships to improve service delivery.

- Determine strategic partnership metric based on a partner survey and establish metric after Year 1.

**Optimized Technology:** Integrate planning, operations, design and use of technology.

- Strive for 100% of projects executed on time and are able to be successfully utilized by the identified customers.