

Wisconsin Department of Transportation

DMV Travel Site Consolidation Improvement Summary



Project Summary

Each week the Division of Motor Vehicles (DMV) serves 38,000 customers throughout the state. Six service centers also staff travel sites. The DMV uses mobile equipment and pays staff to travel from their main offices to operate these non-permanent locations.

With the implementation of new systems, the DMV apparently needed to purchase new equipment for the travel teams, leaving regional management looking for opportunities to save time and money. By reviewing the operational hours, location and staffing needs of travel sites, waste was identified in unnecessary downtime for the equipment and staff travel.

The DMV consolidated five of the travel teams. As a result, the DMV was able to avoid purchasing \$90,000 of new equipment and reduce travel time by 45.5 percent.

Improvements

- Saved \$90,000 in equipment purchases
- Reduced annual maintenance costs
- Reduced travel time by 45.5 percent
- Reduced testing costs
- Improved customer service

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of government
- Customer satisfaction

Issue

Each week the Division of Motor Vehicles (DMV) serves over 38,000 customers in service centers located throughout the state. In addition to their weekly schedule, six service centers in northern Wisconsin also staff travel sites offering additional hours at remote locations throughout the year. The travel sites offer a variety of service hours but do not require a permanent location. As a result, the DMV uses mobile equipment to scan documents, take photos and process paperwork. Staff have to travel from permanent locations to these travel sites with paid travel time, resulting in reduced hours available for in-person customer service.

Improvement Methodology

With the implementation of a new issuance and queuing systems, the DMV would apparently need to acquire new equipment for each travel team and regional management saw an opportunity for savings. By reviewing the operational hours of the travel sites, travel site locations and staffing allocation at surrounding service centers, regional management was able to identify five travel teams that could be consolidated. In effect, management was able to identify waste in the form of unnecessary downtime for equipment and staff travel time.

Results

The proposed changes had no negative impact on the customers, so the DMV immediately made the changes in October of 2015. These changes yielded the following results:

Cost of government: By reducing the amount of new equipment, the DMV realized a one-time cost avoidance of approximately \$90,000. In addition to the initial savings, the DMV expects annual savings in maintenance costs related to future upgrades, licensing fees, service center chargers and technical support. There will also be a small reduction in office supplies and forms due to needing one travel package as opposed to five.

By consolidating the travel teams, the amount of hours traveled by staff was reduced by 45.5 percent, resulting in approximately 300 annual hours reallocated to serving customers.

Improved system testing: By eliminating travel teams, four laptops and authenticators were reallocated to regional headquarters. This eliminates the need for testers to travel to the central office to assist with testing, resulting in reduced travel time, mileage, meal expense and lodging required for system testing.

Customer satisfaction: The changes result in one person with two backup staff dedicated to serving customers at five travel sites rather than having five, two-person teams designated for each location. This improves service at the travel sites because the staff present are more familiar with travel procedures. By reducing staffing on the travel teams, more staff hours are available to serve customers at permanent offices.