

ANNUAL 2017 REPORT

INDIANA BUREAU OF
MOTOR VEHICLES

FROM THE COMMISSIONER

I am excited to provide an update on the past year within the Indiana Bureau of Motor Vehicles (BMV). In my first year as Commissioner there were many successes to share from 2017, along with many opportunities to improve in 2018. As an agency, this past year we created a 3-year Strategic Plan with four pillars at its foundation: Engage Customers, Sustainable Systems, Product Innovation, and Employee Investment. The pillars guide our efforts in continuing to provide best-in-class driver and vehicle services in a timely and accurate manner.

The first pillar of the Strategic Plan is dedicated to engaging customers. Whether it is an individual's first visit to an Indiana state agency or a long-time Hoosier's annual registration renewal, we want every customer's experience to consistently exceed expectations. At the BMV, we are challenging ourselves to enable customers to do business with us the way they want.

The agency's second pillar, Sustainable Systems, allows the BMV to continue delivering best-in-class customer service by establishing repeatable processes throughout the agency and across Indiana. We are striving to make technology work in the most effective and efficient way for our customers and employees.

Given today's continuous transformations in technology, the BMV is committed to being responsive to change by providing our customers with Product Innovation, which is our third strategic pillar. By implementing ongoing modernizations to our products, the BMV is able to combat stagnation and continue leading the country in innovative services for Hoosiers.

The final pillar of our Strategic Plan is Employee Investment. Our employees are the heart of our agency and we must ensure we provide them the tools and skills needed to be successful in their roles. Without our employees, the BMV would not be able to engage customers, develop sustainable systems, or engage in product innovation.

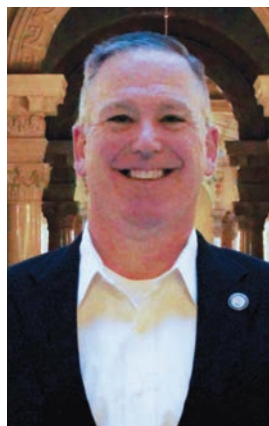
We had a successful year and accomplished many of the objectives we set for 2017. Progress occurred in all four pillars, with the biggest accomplishments being the launch of a 24-hour BMV Connect Center, where customers can stop by a secure location any time of the day and complete up to 10 transactions, and also the opening of a regional Contact Center outside of the Indianapolis area.

Along with the successes from the Strategic Plan, the BMV continues to keep visit times under 15 minutes, collect and distribute more than \$1 billion in fees and taxes, all while maintaining a 97 percent customer satisfaction rating. I could not be more proud of the work we have done in 2017 and I look forward to our agency's achievements for Hoosiers across Indiana in the year to come.



Peter L. Lacy

Commissioner
Indiana Bureau of Motor Vehicles



WHY WE ARE HERE

OUR MISSION

Our mission is to serve all Hoosiers by providing best-in-class driver and vehicle services in a timely and accurate manner while ensuring security and transparency.

WHERE WE ARE GOING

OUR VISION

Our vision is to be the most efficient and trustworthy motor vehicle agency in the nation.

HOW WE ARE GOING TO GET THERE

OUR CORE VALUES

PROACTIVITY

We act before requested, identifying solutions before issues arise.

ACCOUNTABILITY

We accept responsibility for our actions, whether positive or negative.

INTEGRITY

We behave in a way that inspires trust from customers and colleagues.

EFFICIENCY

We constantly improve our processes to deliver great value to customers.

INNOVATION

We challenge the status quo by finding new ways to fulfill and expand our core charges.

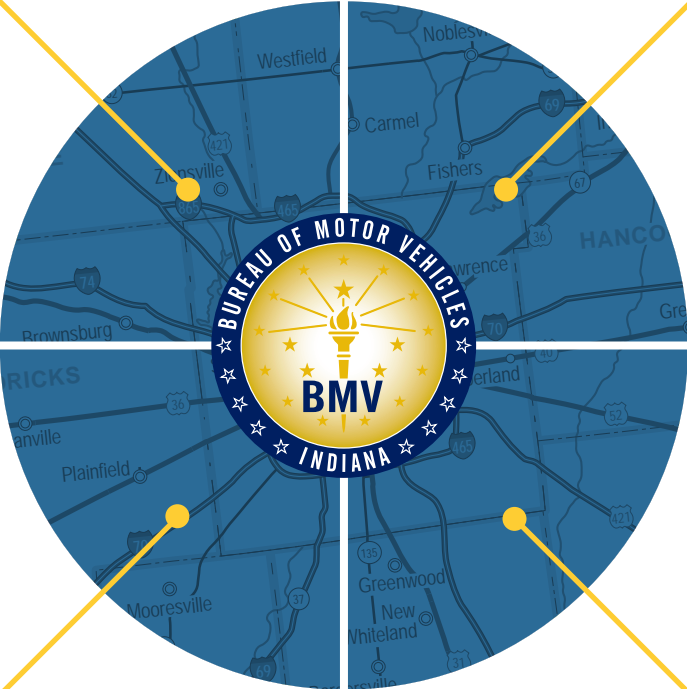
OUR CORE CHARGES

DRIVER'S LICENSE AND ID PROGRAM

The BMV validates the identity of licensed drivers and ID holders, then issues licenses to drivers who have satisfied the required qualifications.

VEHICLE TITLING AND REGISTRATION

The BMV issues titles and registrations for vehicles, trailers, commercial vehicles, and watercraft.



DRIVER RECORDS

We serve as the record-keeper for the identity of Hoosiers, maintaining driver records for all current and previous Indiana residents, along with reportable convictions on out of state drivers.

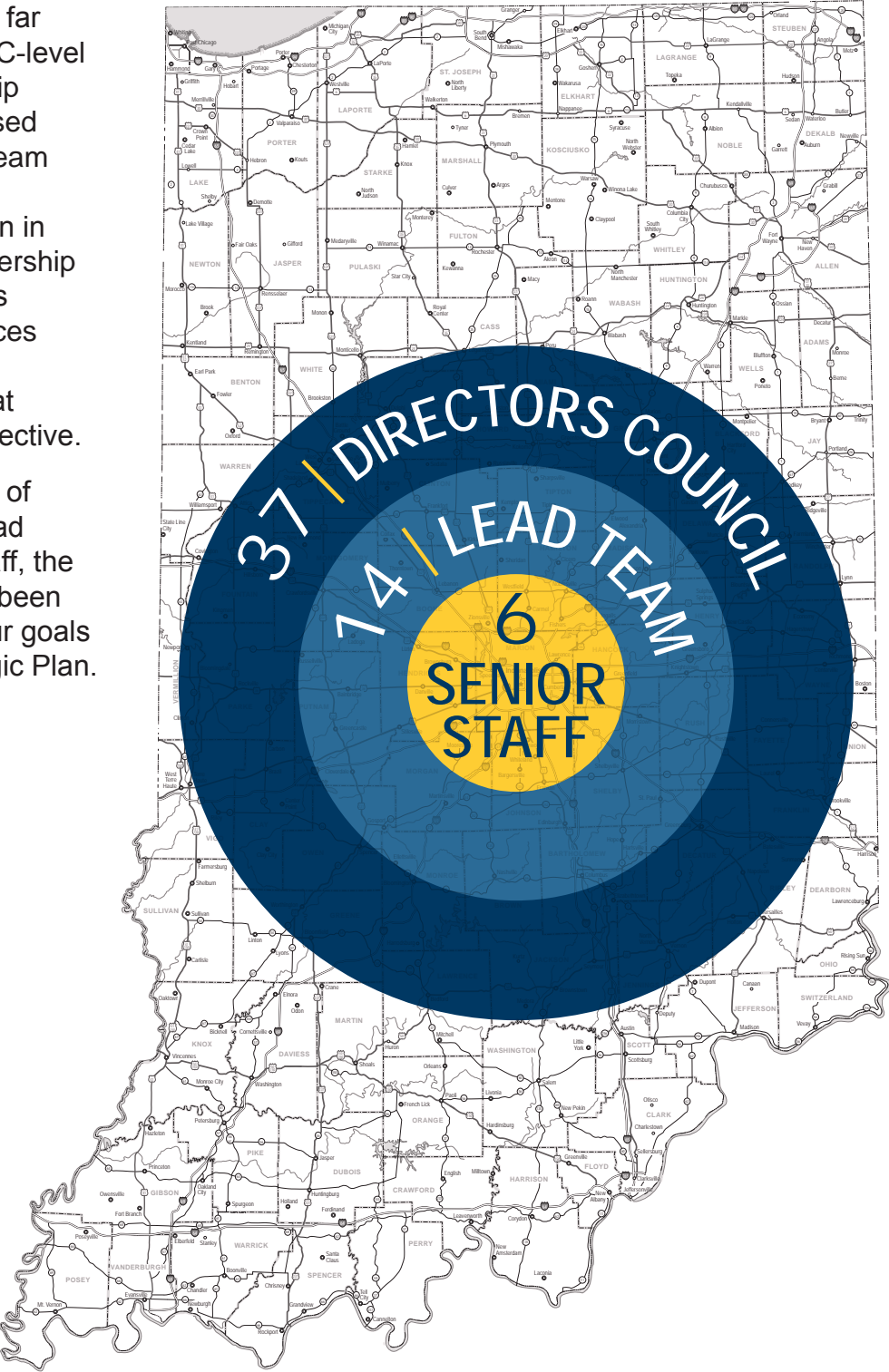
DRIVER SAFETY

The BMV certifies driver's education and training providers who provide safety education to motor vehicle operators, commercial drivers, and motorcycle riders.

BMV LEADERSHIP

BMV leadership goes far beyond the standard C-level executives. Leadership at the BMV is comprised of approximately 50 team members from each department and region in the state. Senior leadership at the BMV knows it is important to have voices from all corners of an organization—it's what makes the agency effective.

Without the members of Directors Council, Lead Team, and Senior Staff, the BMV would not have been able to accomplish our goals from the 2017 Strategic Plan.



BMV HISTORICAL MILE MARKERS

The State of Indiana has had established motor vehicle laws since 1905, when the General Assembly passed the first law requiring the registration of vehicles. To distribute license plates for vehicle registrations, the first license branches were created in the 1920s. In 1945, the General Assembly formally recognized the Bureau of Motor Vehicles as a government agency with House Bill 410. Since its inception, the Bureau’s administrative structure has evolved multiple times with its current form being created in 1986 with the establishment of the Bureau of Motor Vehicles Commission. The public and legislative charges of the Bureau have changed throughout its history, often culminating in innovative efforts to better serve Hoosiers.

- 1912 There are approximately 50,000 motor vehicles in Indiana.
- 1920 Approximately 333,000 motor vehicles are registered in Indiana.
- 1925 The maximum speed limit becomes 35 mph; Indiana State Police are given enforcement power.
- 1929 Indiana has 7,000 miles of roads, over half of which are paved.
- 1962 Computerization begins at the BMV with an IBM 1410 computer to store driver information.
- 1977 The General Assembly mandates driver’s licenses must contain a picture of the driver.

The General Assembly passes law for Personalized License Plates.
- 1989 The Business and Finance department of BMV is created to handle central accounting, cash audit, mail processing, and procurement of supplies and equipment.
- 1990 Titles and registrations for watercraft are transferred from the Department of Natural Resources to BMV.

The Commercial Driver’s License program is implemented under federal legislation to establish a uniform system for licensing commercial drivers in all 50 states.
- 1991 The Financial Responsibility law goes into effect, requiring proof of insurance when a driver is involved in an accident.

The BMV accepts credit cards for the first time at all locations.
- 1992 The Mobile Branch is created to offer license and ID transactions to the public at schools, correctional facilities, CDL sites, and other events.

Specialty plates for educational institutions and veterans are introduced.

- 1997 The BMV website is launched to provide customers with additional information about the Bureau and to provide a way to renew license plates online.
- 1999 Vehicle registration renewals that require only a sticker are implemented state-wide.
- 2006 The BMV rolls out its current computer system: System Tracking and Record Support (STARS).
- 2007 The Winchester Processing Center is opened, processing all mailed registration renewals.
- 2008 The BMV’s Partner Program expands with the introduction of DealerTrack, which allows dealers to process title work for customers at the time of purchasing a vehicle.
- 2010 The BMV becomes the first state in the nation to issue licenses and ID cards that are Real ID compliant.

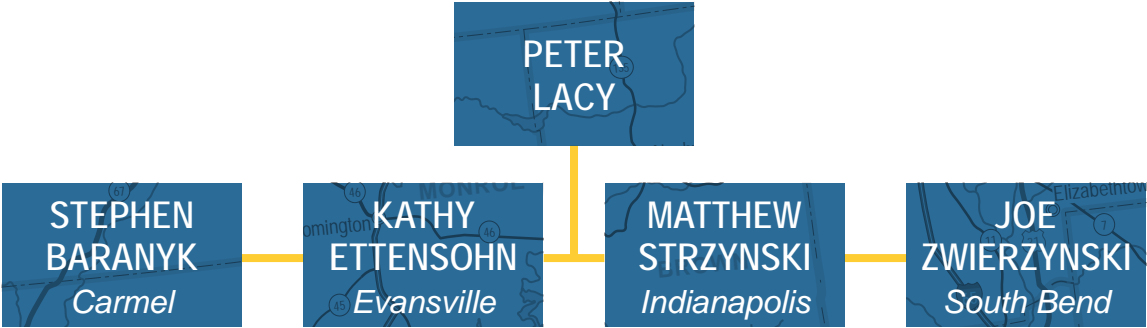
The BMV launches centralized printing of all licenses and ID cards.
- 2011 The BMV introduces central fulfillment of license plates and registration cards.

The Contact Center is launched, consolidating all branch and BMV customer calls into one location.

AutoTest is introduced in the branches, moving driver’s license knowledge testing from a written format to an electronic one.
- 2016 Governor Mike Pence signs House Enrolled Act 1087, which brings consistency and predictability to the BMV’s procedures and transactions.

The drive examiner program is redesigned to increase drive examiners throughout the state from approximately 60 to 300+.
- 2017 The BMV Connect Center—a 24/7 self-service branch—is unveiled in Fort Wayne.

BMV COMMISSION



 **131**
BRANCHES

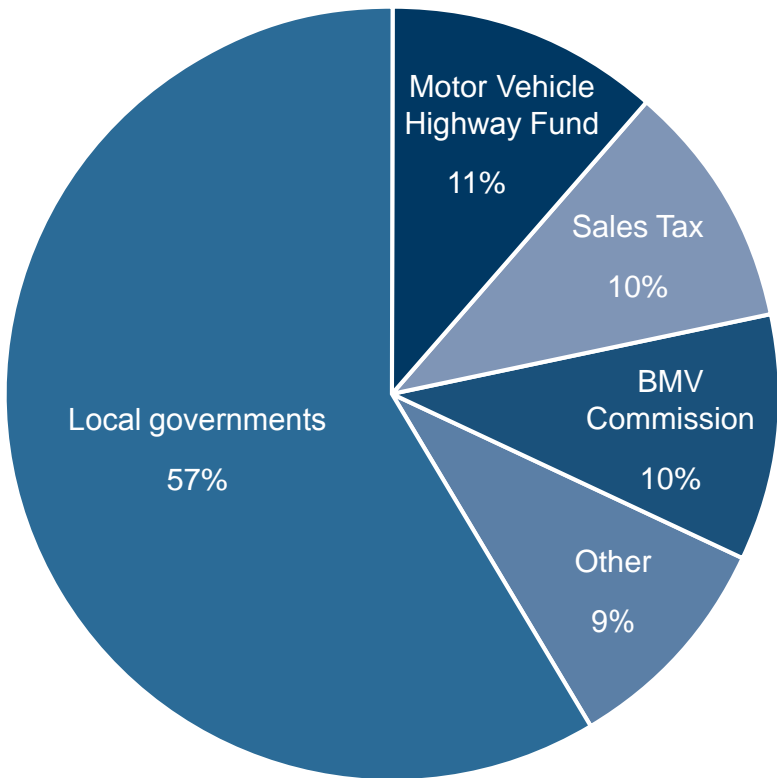
 **13,335,480**
TRANSACTIONS COMPLETED

 **1,809,963**
CUSTOMER CALLS RECEIVED

TOP 5
SPECIALTY GROUP
RECOGNITION
PLATES

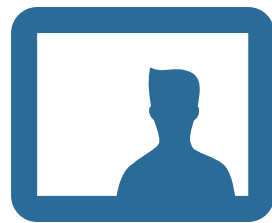
4,337,702
BRANCH VISITS 

**WHERE DOES
THE MONEY GO?**



101,597
PERSONALIZED LICENSE
PLATES ISSUED

6,508
MOTORCYCLE SAFETY
COURSE STUDENTS



1,572,545
DRIVER'S LICENSES
AND ID CARDS PRINTED

1,406
EMPLOYEES



7,306,366
VEHICLE REGISTRATIONS

 **888,187**
NEW TITLES ISSUED



\$1,020,128,984
FEES AND TAXES COLLECTED

1



Indiana University

2



Spay-Neuter
Services of Indiana

3



Purdue University

4



Indiana Sheriffs'
Association

5



Indiana Breast
Cancer Awareness
Trust

BMV METRICS

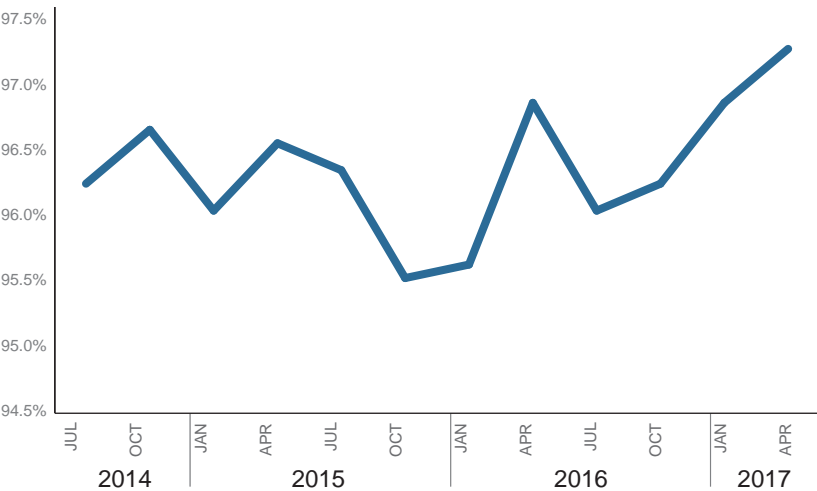
REAL ID CONVERSION RATE

As of October 1, 2020, a Real ID-compliant driver's license, permit or ID will be required to board commercial airplanes or enter certain federal facilities. Engaging customers to convert their license to Real ID is a key component of our public service charge. The Real ID conversion rate shows the percent of customers who convert to a Real ID when renewing or amending their license or ID card.



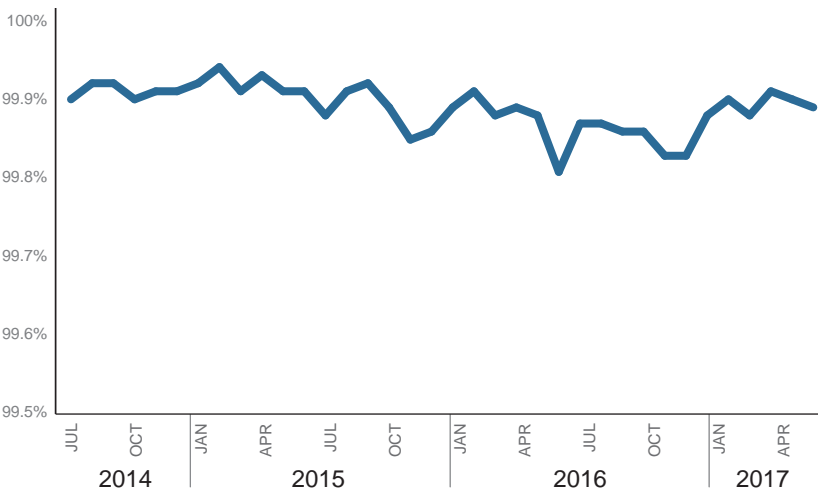
CUSTOMER SATISFACTION

Customer Satisfaction is the BMV's ultimate quality measure. The BMV aims to deliver best-in-class service to Hoosiers and relies upon their voice to provide feedback. In 2017, the BMV completed a successful pilot to capture customer satisfaction in real-time in the branches; in 2018, our aim is to expand the pilot throughout the state in branches and all transaction channels.



ACCURACY

With just under 1,200 associates processing approximately 13 million transactions annually, accuracy is paramount to the services the BMV provides to Hoosiers. The BMV's Employee Investment pillar focuses on ensuring all associates have the tools and knowledge necessary to perform transactions quickly and accurately.



EXPERIENCES UNDER 15 MINUTES

Alongside the Customer Satisfaction metric, the BMV's ultimate objective measure is the percent of customers with a branch experience (door to door) less than 15 minutes. The drive to deliver quick service to customers is what distinguishes the Indiana BMV from other states.

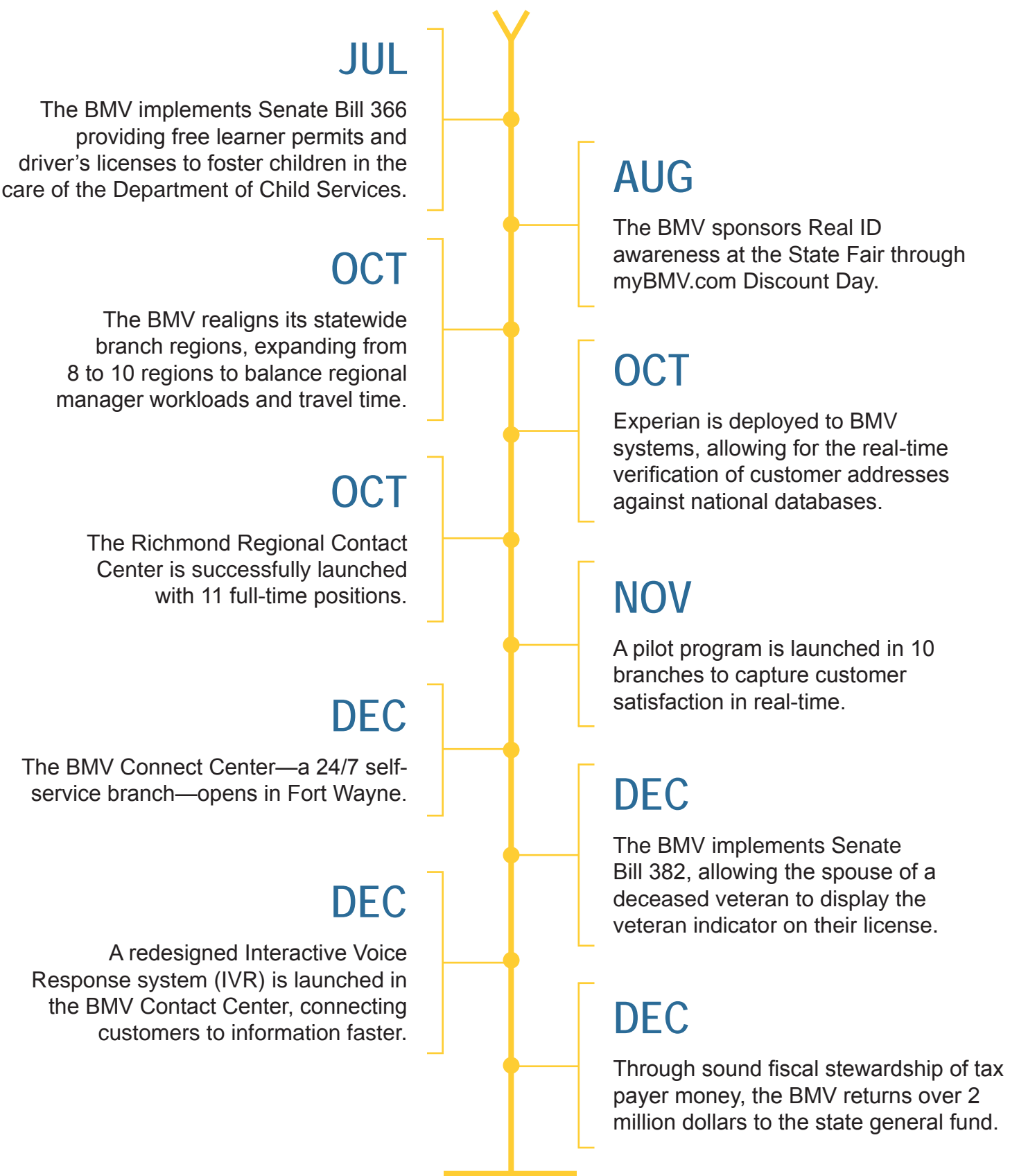
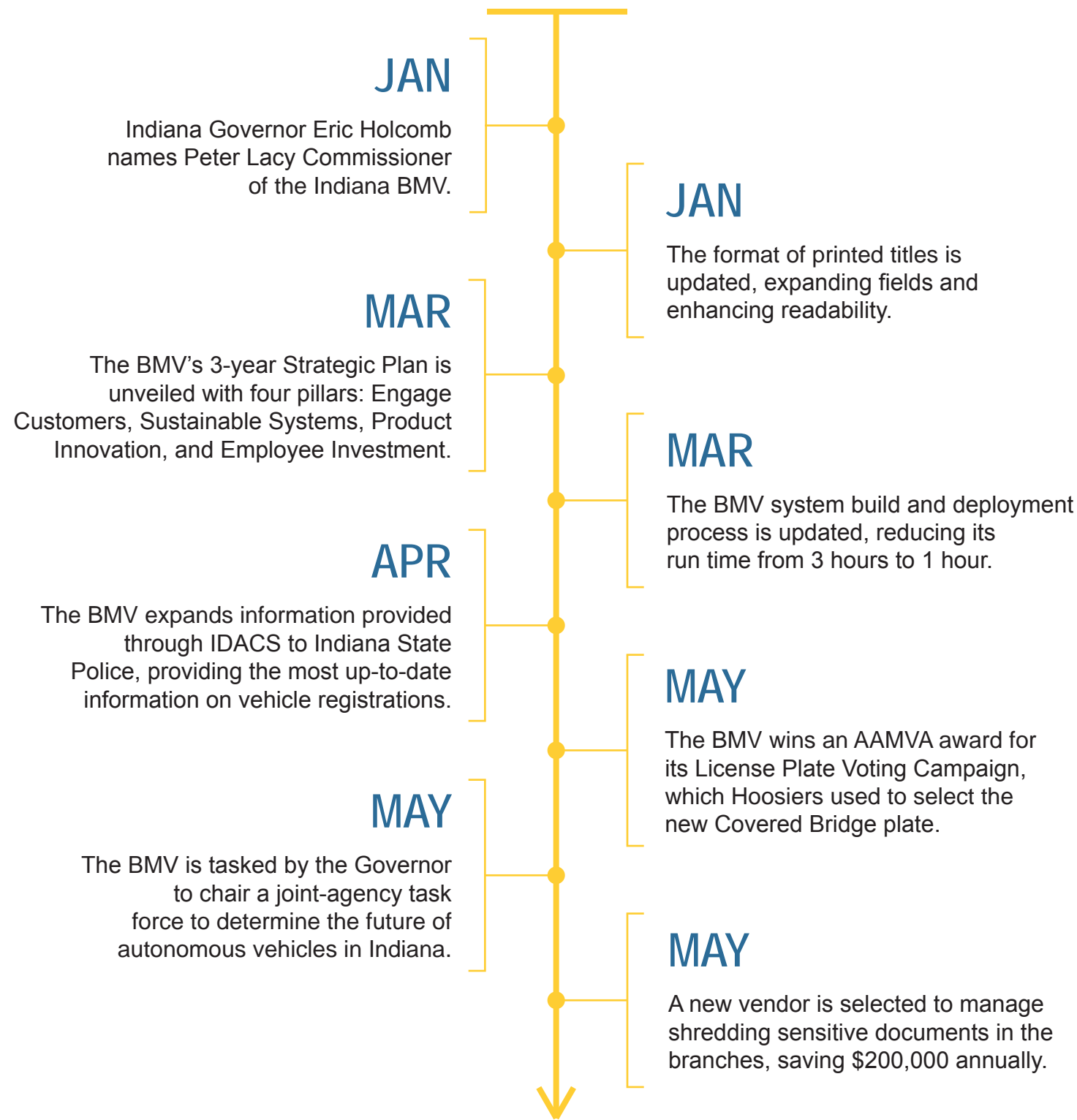


OUT OF BRANCH VISITS

The defining element of the BMV's Engage Customers pillar is to do business with customers when and where they want. We continually push our technology to deliver service to customers where they want to do business: from the branches to online, to our 24/7 BMV Connect Center in Fort Wayne.



2017 IN REVIEW



BMV CONNECT CENTER

Since implementation in 2015, the Indiana BMV's 24-hour self-service kiosks have proven to be a successful way for customers to complete transactions at their convenience. Under the 2017 Strategic Plan pillar, Engage Customers, the BMV set out to design, build, and implement a new BMV experience for customers: the BMV Connect Center—an interactive, 24-hour, secure, self-service facility where multiple kiosks, with additional transaction types, are available in one location.

In the review of both the cost per kiosk transaction as well as the cost of BMV Customer Service Representatives' salaries, benefits, and bonus programs, the cost proposal plan demonstrated potential for more than \$550,000 savings annually, if even only one transaction was completed 70 percent of the time on a kiosk rather than in a branch.

The project kicked off in March 2017 and moved fast after determining the ideal pilot location as the Fort Wayne – Pine Valley branch. The task force put in considerable work coordinating with vendors for renovations, reviewing contracts, and establishing an efficient process to manage kiosk payments. In Q4 2017, the BMV implemented eight new transactions for kiosks, enhancing the capabilities of the BMV Connect Center and all kiosks across the state.



The BMV Connect Center opened to the public December 2017, with a ribbon-cutting ceremony held Friday, January 19, 2018, with special guest Indiana Governor Eric Holcomb. The Center is being marketed to Hoosiers through traditional channels, including press events and releases, BMV print materials, such as the Driver's Manual, and BMV social media accounts.

Throughout 2018, the BMV will continue to monitor transactions placed through the BMV Connect Center and all 24-hour kiosks state-wide, and begin plans to open additional centers.

The BMV believes tax payers should have the option to complete routine transactions any time, day or night, and we are proud to provide this service as a new and innovative way to engage customers.

REGIONAL CONTACT CENTER PILOT

Beginning in early 2017, the BMV Contact Center pilot project was launched to research, build, and staff a new phone-line customer service center location outside the BMV's Indianapolis Central Office. The proposal supported the Employee Investment pillar of the BMV's Strategic Plan by focusing on the goal of increasing staff retention, while enhancing customer service.

During the planning stages, cities throughout Indiana were considered for the new facility location. Metrics used to identify the most cost-effective and potentially successful location included a review to find branches with low attrition and a subsequent review of other employment opportunities in those areas of the state. This analysis led the BMV to choose the city of Richmond for the new facility. With this selection came the added cost saving

of being able to repurpose an existing but unused BMV reinstatement facility within the Richmond branch.

The Richmond BMV Contact Center became operational October 2017 and is staffed with ten Customer Service Representatives and one Team Lead, reporting to the Contact Center Deputy Director. This new team serves as a seamless addition to the current Contact Center in Indianapolis, receiving incoming phone calls from the same queue.

During the initial quarter of operation, each of the 11 associates initially hired to Richmond have remained employed with zero absenteeism. Thanks to the success of this pilot, preliminary plans are currently underway to implement additional regional Contact Center locations in the state.





ENGAGE CUSTOMERS

The State of Indiana is home to a diverse population of citizens. We strive to engage our customers with best-in-class customer service and offer options that appeal to multiple generations.

2017 INITIATIVES

We Committed to...	We...
<ul style="list-style-type: none">• Increase the number of citizens holding a Real ID compliant license• Deploy a self-service, 24/7 branch of the future• Expand transactions available out of a branch	<ul style="list-style-type: none">• Reached a Real ID conversion rate of 18.28%• Launched the first, self-service BMV Connect Center in Fort Wayne, IN• Added 8 transactions to non-branch mediums

2018 INITIATIVES

FOCUS Enable customers to do business with us the way <i>they</i> want to.
<ul style="list-style-type: none">• Lay the foundation to redesign our online transactional services• Review BMV service hours to better serve customers and employees• Expand BMV Connect• Capture customer satisfaction in real-time



SUSTAINABLE SYSTEMS

Technology is a critical component of our daily activities. We proactively seek out and implement new technologies to deliver sustainable systems to our employees and partners as well as create the best service possible for our customers.

2017 INITIATIVES

We Committed to...	We...
<ul style="list-style-type: none">• Integrate new technology to streamline the customer experience in our branches• Modernize our existing technological infrastructure	<ul style="list-style-type: none">• Integrated address verification into all BMV systems• Piloted capturing customer satisfaction in real-time in our branches• Laid the foundation to modernize BMV systems

2018 INITIATIVES

FOCUS Make technology work for our customers and employees.
<ul style="list-style-type: none">• Modernize credential systems• Upgrade knowledge testing offered in branches• Research ways to integrate tablets into branches• Continue on the path to modernize BMV systems



PRODUCT INNOVATION

We pride ourselves on being a forward-looking agency that embraces proven emerging technologies. We actively pursue innovations that will enhance our customers’ interactions.

2017 INITIATIVES

We Committed to...	We...
<ul style="list-style-type: none">• Establish a direction for autonomous vehicles (AV) in the state• Build a foundation for electronic liens and titles• Integrate real-time insurance verification into our systems	<ul style="list-style-type: none">• Chaired a cross-agency task force that drafted AV legislative to be considered in 2018• Identified the best path to bring electronic liens and titles to Indiana• Identified legislative changes needed to pave the way for real-time insurance verification

2018 INITIATIVES

FOCUS Execute on the “we can’t do that.”
<ul style="list-style-type: none">• Start implementation of electronic liens and titles• Draft legislation to enable real-time insurance verification• Explore new technologies to queue customers smartly in the branches• Identify options to reduce agency supply costs to be a greener agency



EMPLOYEE INVESTMENT

A committed and talented workforce is the backbone of our agency. We seek to provide opportunities for career growth and leadership development, while investing in a culture that promotes engagement and diversity.

2017 INITIATIVES

We Committed to...	We...
<ul style="list-style-type: none">• Launch BMV University, which will offer onboarding and specialized courses related to each employee’s role• Upgrade our Contact Center call line to adapt to seasonal transaction volumes	<ul style="list-style-type: none">• Assessed training needs of the agency to identify gaps• Launched a regional Contact Center in Richmond• Redesigned the customer’s experience when calling the BMV

2018 INITIATIVES

FOCUS Equip employees with the tools to be successful.
<ul style="list-style-type: none">• Ensure all employees receive training in the first two weeks of their career with the BMV• Update training curricula• Start the process to procure a training environment for employees• Engrain the BMV’s core values deeper into the agency’s culture

2017-2019 | BMV STRATEGIC PLAN



ENGAGE CUSTOMERS

2018 FOCUS | Enable customers to do business with us the way *they* want to.

2018 Initiatives

- Lay the foundation to redesign our online transactional services
- Review BMV service hours to better serve customers and employees
- Expand BMV Connect
- Capture customer satisfaction in real-time



SUSTAINABLE SYSTEMS

2018 FOCUS | Make technology work for our customers and employees.

2018 Initiatives

- Modernize credential systems
- Upgrade knowledge testing offered in branches
- Research ways to integrate tablets into branches
- Continue on the path to modernize BMV systems



PRODUCT INNOVATION

2018 FOCUS | Execute on the “we can’t do that.”

2018 Initiatives

- Start implementation of electronic liens and titles
- Draft legislation to enable real-time insurance verification
- Explore new technologies to queue customers smartly in the branches
- Identify options to reduce agency supply costs to be a greener agency



EMPLOYEE INVESTMENT

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2018 Initiatives

- Ensure all employees receive training in the first two weeks of their career with the BMV
- Update training curricula
- Start the process to procure a training environment for employees
- Engrain the BMV’s core values deeper into the agency’s culture