



2019

INDIANA BUREAU OF MOTOR VEHICLES ANNUAL REPORT

Eric J. Holcomb, Governor

From the Commissioner



2019 was a banner year for the BMV. We reached over 650,000 transactions on our BMV Connect kiosks and exceeded 40 million transactions over the past three years. I am proud of the efforts we

put forth in achieving the goals outlined in our three year Strategic Plan and the four pillars at its foundation: Engage Customers, Sustainable Systems, Product Innovation, and Employee Investment. These pillars guided the agency in better serving all Hoosiers as we became one of the leading and most innovative motor vehicle agencies in the country.

The first foundational pillar of the strategic plan is engaging customers. Building on the success of the BMV Connect brand, additional kiosks were placed throughout the state—including three BMV Connect Centers and five Kroger grocery store locations. In addition to increased access to BMV Connect kiosks, customers can now complete over 15 transactions 24/7 and obtain their documents on the spot, including driver records and registration stickers. Continuing the goal of enabling customers to conduct business how they want, the BMV Mobile Branch increased its presence throughout the state and hosted multiple pop-up events to accommodate a variety of customer schedules and needs.

The agency's second pillar, Sustainable Systems, focused on delivering best-in-class customer service by designing BMV technology to work in the most effective and efficient way for our customers and team members. In 2019, the BMV became the first state government agency to implement Scaled Agile Framework (SAFe)—a guide in scaling lean and agile practices. SAFe's core values of alignment, transparency, program execution, and built-in quality have engaged the BMV at all levels further improving project implementation and efficiency.

With the ever changing technology climate, the BMV continues to be a pioneer in Product Innovation—our third strategic pillar. The agency is leading the country by offering innovative services to Hoosiers and regularly upgrading the products we provide. This year our agency debuted a new credential with enhanced security features and updated designs, as well as a new knowledge exam system.

Finally, our team members continue to be the heart of the BMV. The last pillar of our Strategic Plan—Employee Investment, focused on giving our associates the proper tools, resources, and encouragement to succeed in their careers. In 2019, employee awards recognizing outstanding service were introduced. Award categories included Employee of the Year, Rookie of the Year, Spirit Award, and Team of the Year.

In addition to achieving the goals set forth in our Strategic Plan, the BMV has maintained an average customer experience time under 15 minutes and a customer satisfaction rate of over 97%, while collecting over \$1 billion in fees and taxes. The BMV has celebrated many successes over the past three years and continues to make significant strides in expanding how we provide great government service to all Hoosiers. I am proud of our agency's accomplishments and I look forward to serving Hoosiers in the years to come.

Peter Lacy,
Commissioner



"The BMV continues to be a trailblazer in the motor vehicle industry and strives to embrace the fifth pillar of our Next

Level agenda. I am proud of the efficient, innovative customer service they provide to all Hoosiers."

*-Eric J. Holcomb, Governor,
State of Indiana*

Mission

Serve all Hoosiers by providing best-in-class driver and vehicle services in a timely and accurate manner while ensuring security and transparency.

Values



Proactivity
Act before requested



Integrity
Behave in a way that inspires trust



Innovation
Challenge the status quo



Accountability
Accept responsibility for our actions



Efficiency
Constantly improve our processes

Our Core Charges



Driver's License and ID program

Driver's licenses and state ID cards are validated and issued to individuals satisfying the required qualifications.



Vehicle Titling And Registration

Titles and registrations issued to Hoosiers for vehicles, trailers, and watercraft.



Driver Records

The BMV maintains confidential records for current and previous Indiana residents.



Driver Safety

Indiana driver's education and training providers must meet specific requirements set forth by the BMV to provide safety education to Hoosier motor vehicle operators, commercial drivers, and motorcyclists.

Our Leadership

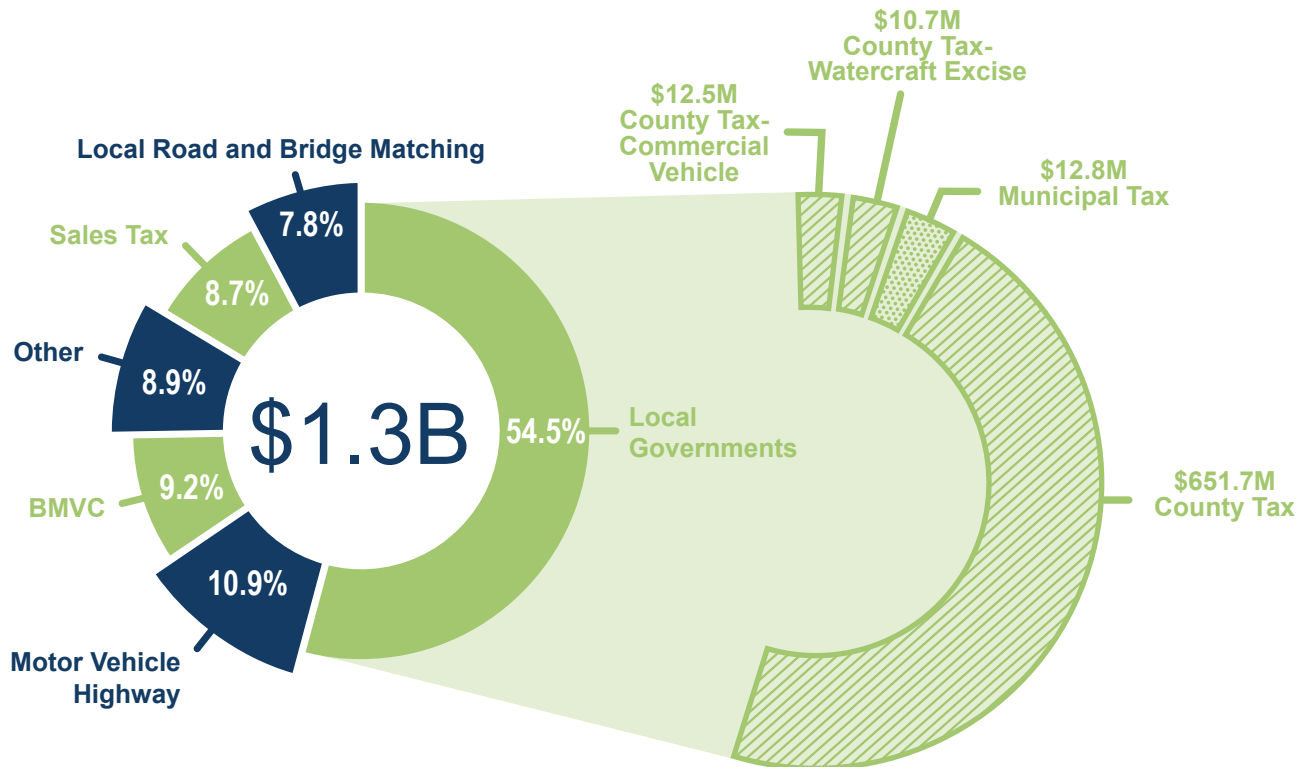


Financials

Revenue for the BMV grew by \$73.9M (7.6%) in fiscal year (FY) 2019 compared to revenue received in FY 2018. The growth can be attributed to a 1.3% uptick in total transactions plus increases in local road and bridge matching and collected transaction fees.

More than 50% of the fees and taxes collected by the agency are distributed back to local city and county governments.

TOTAL TAXES AND FEES FY2019



Top 5 Specialty Group Recognition Plates



\$1.5M
INDIANA UNIVERSITY



\$1.4M
HOOSIER VETERANS*



\$1.3M
PURDUE UNIVERSITY



\$953k
ENVIRONMENTAL



\$587k
SPAY-NEUTER SERVICES OF INDIANA

**Hoosier Veterans specialty group consists of six unique plates, representing each branch of the United States military—Army, Navy, Marine Corps, Merchant Marines, Air Force, and Coast Guard.*

2019 IN REVIEW

Strategic Plan

The 2017-2019 Strategic Plan set agency goals with primary focus on better serving customers and providing great government service. The pillars of the strategic plan will not change with the start of a new decade, rather the vision will continue to support investment in new technology and empowering Hoosiers with choice.



**Engage
Customers**



**Sustainable
Systems**



**Employee
Investment**



**Product
Innovation**

Q1

MISHAWAKA CONNECT CENTER



The BMV opened its second BMV Connect Center in the Mishawaka BMV Branch.



Photo Credit: South Bend Tribune

EMPLOYEE AWARDS



New awards recognizing outstanding service by employees in the branches as well as central office operations: 14 team members were recognized for their significant contributions.



**Employee of
the Year**



**Rookie of
the Year**



**Team of
the Year**



Spirit Award

RSI PORTAL



In 2019 an online portal for Ride Safe Indiana (RSI) providers was created. The portal allowed providers to submit graduation and course completion documents for course participants electronically through myBMV.com. The portal is the first phase of an ongoing BMV project to enhance customer experience and reduce potential fraudulent activity.

SAFE



Scaled Agile Framework (SAFe) was introduced to the agency to drive productivity and consistency of execution. Learn more about the BMV's implementation of this framework and achieved gains on page 10.

Q2

ICJI PARTNERSHIP

The Indiana Criminal Justice Institute (ICJI) and Ride Safe Indiana (RSI) partnered to promote a new motorcycle safety campaign targeting areas of the state with historically high motorcycle collisions and fatalities. ICJI and the BMV are seeking opportunities to grow the partnership in the 2020 calendar year focused in promoting new vehicle and motorcycle safety campaigns to Hoosiers.

DRIVER OPERATIONS

The agency released an RFI to increase the number of Driver Safety Program providers statewide. The expansion of the program provides more customer choices, more competitive pricing, and improved delivery methods. The RFI resulted in seven additional providers.

CREDENTIAL REFRESH

In early summer 2019, the BMV rolled out a new, more secure, Indiana driver's license and state identification card (ID). The licenses and IDs offer new security features and an easier to read design. New elements include an instance of tactile lettering for quick authentication, black and white laser engraved personal image, and Indiana focused imagery.



INDIANA STATE FAIR

Both the BMV and RSI engaged with record breaking crowds as presenting sponsors during the 2019 event.



MOBILE BRANCH TRANSACTIONS

The BMV Mobile Branch continued its partnership with the Indiana Department of Corrections (IDOC) and increased hosted events for Hoosiers to upgrade to a Real ID prior to the 2020 deadline. The Mobile Branch converted 93% of all Hoosiers attending pop-up events to a Real ID.

RSI LOGO REDESIGN

RSI transformed its logo to reflect the program's modern approach to educating Hoosiers about motorcycle safety and awareness.



AAMVA AWARDS

The American Association of Motor Vehicle Administrators (AAMVA) awarded the BMV with the International and Regional Innovative Use of Technology Award for the growth of the BMV Connect kiosk and the Regional Print and Electronic Publications Award for the agency's 2018 Annual Report.

Q3

BMV CONNECT

BMV Connect kiosks were installed at five Kroger grocery stores throughout the State based on community and customer need for BMV accessibility.

The Indy West and Carmel BMV branches opened new BMV Connect Centers in the summer of 2019.

KNOWLEDGE EXAMS

The BMV rolled out a new knowledge exam application, Examiner, in early fall 2019. The new application moved the BMV to a cloud-based testing service and offers improved functionality and reporting capabilities. The transition to the new Examiner application is projected to save the agency over \$500,000 annually.

Q4

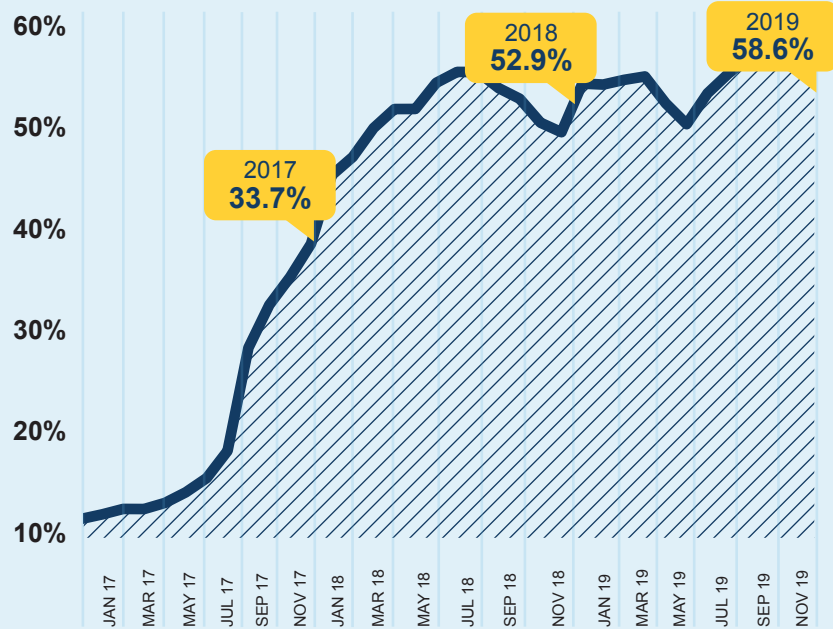
REAL ID

The agency had a record breaking Real ID conversion rate of over 63% in the month of October.

BMV CONNECT

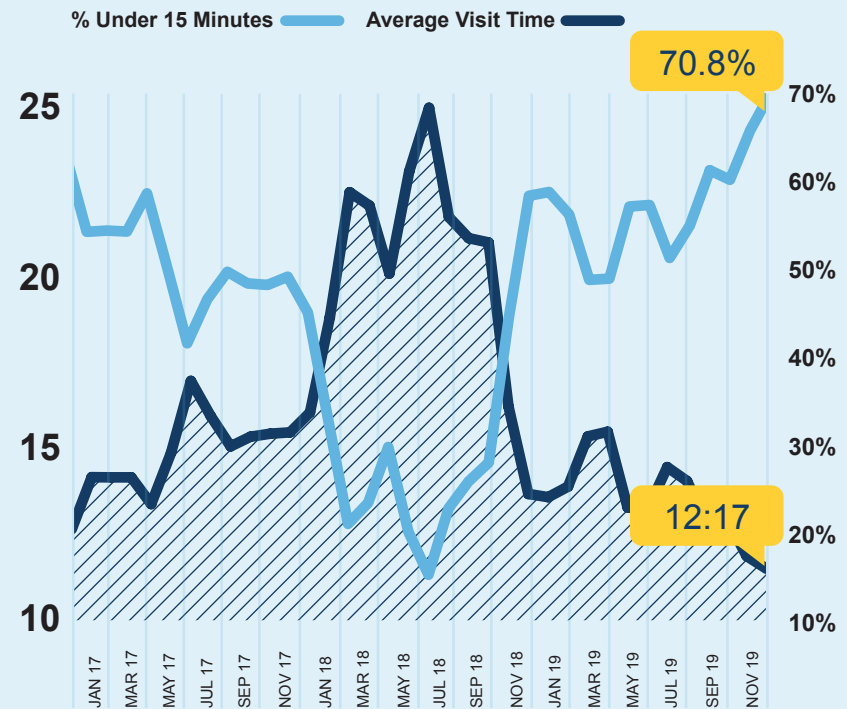
The BMV set another agency record by reaching over 650,000 BMV Connect kiosk transactions—an increase of over 200,000 transactions from the previous year.

BMV Metrics



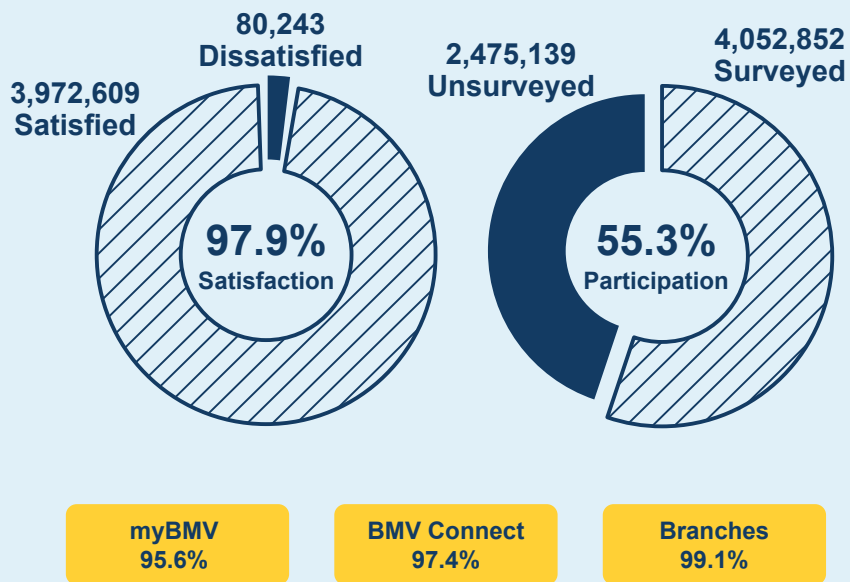
REAL ID CONVERSION RATE IN PERCENTAGE

- Conversion rate increased 74.2% from 2017 to 2019
- Record setting monthly Real ID conversion rate achieved in October 2019 at 63.7%
- Nearly 60% of Hoosiers have converted to a Real ID in advance of the October 1, 2020 deadline



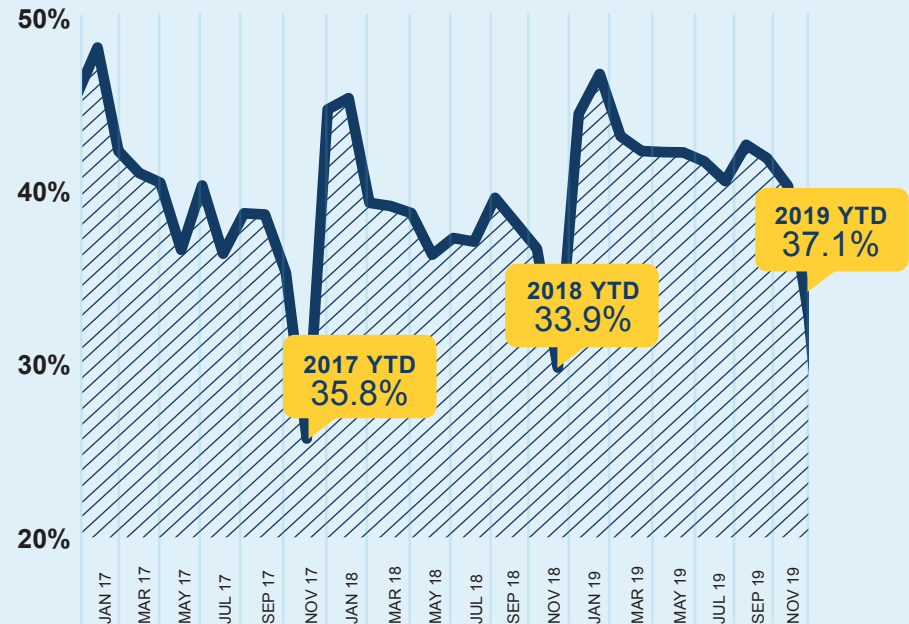
BRANCH EXPERIENCE TIME

- Customer experience time averaged under 15 minutes at all BMV branches for all of 2019
- November and December experience time averaged under 11 minutes for all branches
- 2018 experience time spike was driven by a significantly higher volume of expiring driver's licenses and IDs in one calendar year



CUSTOMER SATISFACTION SURVEY

- Over 4 million survey responses collected in 2019
- Maintained a consistent 97.9% average customer satisfaction rate across all channels including branch, kiosk, myBMV.
- Collectively, branches achieved a 99.1% customer satisfaction rate



OUT OF BRANCH VISITS IN PERCENTAGE

- BMV Connect kiosk transactions increased 182.6% from 2017 to 2019
- In 2019, out of branch visits increased 6.9% compared to 2017
- BMV will continue investing in technology to empower Hoosiers with choices when completing transactions

Indiana BMV Introduces SAFe

The BMV was the first state level government agency in the country to implement Scaled Agile Framework (SAFe), a set of new practices designed to guide the agency in scaling lean and agile work, in early spring 2019. SAFe replaced traditional Project Portfolio Management practices with a proven method to extend the agile practices of the BMV's scrum teams to the full agency.

SAFe Core Values



Alignment



Transparency



Program Execution



Built-in Quality

BMV Implementation

- Agency wide SAFe training and certification
- BMV executives championed resolution of significant project blockers
- Biweekly progress reports for all IT projects
- All agency planning every 10 weeks

Agency Gains

- BMV work practices and principles aligned with agency goals
- Collapsed all work into one enterprise backlog
- Collaborative work environment across all departments
- Better understanding of individual project impact
- Balanced demand with capacity



Focus on Real ID Conversion Continues Through 2019



BMV Mobile Branch Upgrades Hoosiers to Real ID

The BMV converted a record number of Hoosiers to a Real ID during 2019. Increased public education and marketing efforts played an integral role in the success of the events.

Baseball and Hockey Fans Upgrade to Real ID

In addition to increased public events and digital marketing campaigns, the BMV partnered with the Indianapolis Indians and Fort Wayne Komets to promote Real ID during the 2019-2020 seasons. The two partnerships will result in over 900,000 projected impressions within the Indianapolis and Fort Wayne markets.



Don't Miss a Moment Digital Campaign

Digital advertisements were created with messaging around major life events. The Don't Miss a Moment Campaign was designed to engage Hoosiers who do not hold a Real ID compliant credential through high precision targeting and messaging that triggers emotion resulting in an action to convert to a Real ID.



BMV Connect

Where Hoosiers Are

The expansion of the BMV Connect brand continued with new kiosk and center locations throughout the state. Hoosiers were also introduced to a variety of new transactions on the kiosk.

BMV Connect In 2019

- 10 BMV Connect kiosks were added in 2019 including five Kroger grocery stores
- 44.5% increase in completed transactions
- 16 transactions available for Hoosiers

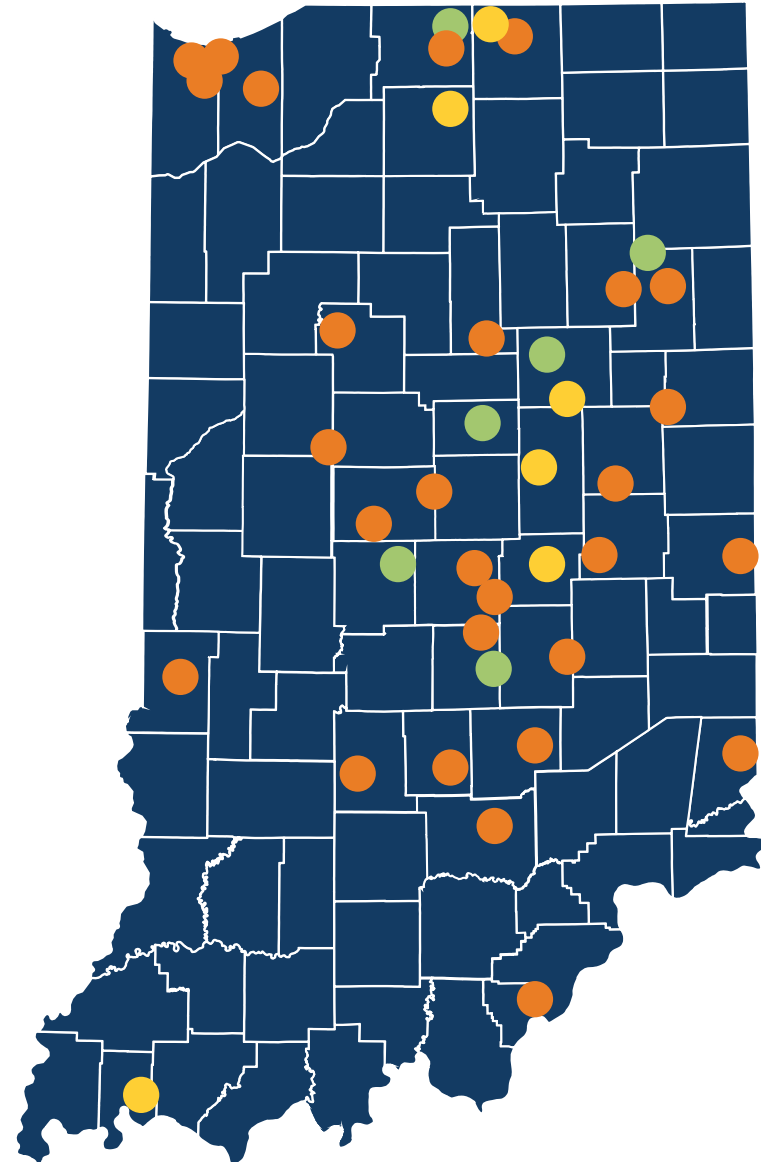
Marketing Plan

- Targeted digital marketing campaign
- Agency hosted media events at new BMV Connect Center and kiosk locations

Future of BMV Connect

- Investigate opportunity to add scanning and upload functionality for additional transaction capabilities
- New kiosk installation locations based on community need and branch transaction volume
- Enhance marketing campaign to share awareness about the brand and kiosk capabilities

● Kroger Locations ● Connect Center ● Kiosk



Ride Safe Indiana takes Motorcycle Safety and Training to the Next Level

The mission of the BMV's motorcycle safety program is to train motorcyclists and educate motorists to decrease motorcycle collisions and fatalities. Since the program launched within the BMV in 2015, over 32,000 students have been trained in entry level, three wheel, and advanced safety and training courses. RSI providers offer the highest quality and most comprehensive motorcycle safety education for riders of all skill levels in a continued effort to keep all Hoosiers safe on the road. Combined with expanding the motorcycle safety program through additional training sites, RSI also partnered with other Indiana state agencies and local sports organizations throughout the state to increase public awareness of motorcycle safety. Due to the expansion and modernization of the program, a brand redesign was executed during 2019.



New Logo

- Logo uses program's acronym—RSI
- Easily recognizable
- “S” in the acronym mirrors image of motorcyclist- immediate association with RSI program

RSI Logo throughout the State

- Applied to various marketing and education materials
- Sponsorship promotions—Indy Fuel Zamboni and dashboards
- Updated website and social media pages

New Branding Gains

- 8.9% increase in RSI website traffic
- 10.2% increase in average RSI website visit time
- 12.0% increase in the number of students trained by an RSI provider

Total Course Participants

ENTRY LEVEL MOTORCYCLE SAFETY COURSE

 6961

THREE WHEEL MOTORCYCLE SAFETY COURSE

 183

ADVANCED SKILLS MOTORCYCLE TRAINING COURSE

 63

ULTIMATE BIKE-BONDING COURSE

 15

BMV Gives Back



SECC Participants

Community Engagement

The BMV prides itself on giving back to Hoosier communities while providing the highest level of customer service to all residents. In 2019, the agency increased its community involvement through volunteer efforts and attending community education events.

Huntington

The Huntington branch attended the 2019 Huntington County Senior Citizens Expo as a way to educate attendees about Real ID and answer BMV related questions. Over 1,400 people attended the event.

Winchester

The Winchester Branch and Processing Center collected over 1,000 school supplies and donated to three area schools.



Fort Wayne

The Fort Wayne branches attended outreach events for the Burmese population in Allen County. The branches had translators on site to help answer questions about exams, waivers, and documentation requirements. The branch associates assisted over 70 event attendees.

Lawrence

The Lawrence branch donated over 40 book bags filled with school supplies to a local elementary school and volunteered at the school weekly.



Evansville

The Regional Manager attended the National Night Out in Evansville promoting Real ID and answering questions about learner permits.

South Bend

The South Bend branch attended the Notre Dame Resource Fair in August for international students attending Notre Dame. The event had over 300 students in attendance.

At the beginning of the State Employee Community Campaign (SECC), the BMV set a financial donation goal of \$65,000 and an agency participation goal of 40%. The agency surpassed all set goals with a monetary donation of \$93,794 and an employee participation of 42.4%.



The BMV hosted a Tug of War to raise money and donation items for Hoosier Veterans Assistance Fund.



RSI celebrated the holiday season by hosting a pictures with Santa fundraiser.

BMV Promotes Career Growth through Learning and Development

To meet the goals of the BMV's Strategic Plan to increase employee investment, the agency's Learning and Development team transformed associate training and career development including both technical and soft skills.

Since 2018, Learning and Development has increased the number of associates impacted by the new training curriculum by over 45%. The agency has also increased the availability of training tools for all team members.

Associates now have access to a soft skills library with over 80 courses, six fully staffed training centers across the state, and additional trainers statewide. The new training curriculum and tools have improved training consistency and accessibility for BMV associates while decreasing training time for new associates from 50 to 17 days.

The BMV aims to continue the growth of its associates and Learning and Development team in years to come. The 2020 Learning and Development goals include expanding the training library, encouraging lifelong learning, role specific training paths, as well as becoming a key contributor to the reduction in overall turnover. With the anticipated launch

of the training module for Success Factors in 2020, the agency expects an improved employee learning experience in both tracking progress as well as taking part in e-learning opportunities.

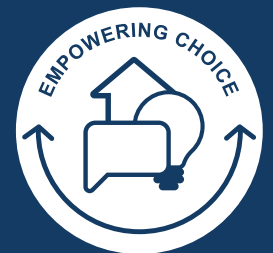





Looking Ahead

Over the past three years, the Indiana BMV has invested in its team, infrastructure, and technology to create an environment focused on meeting customer needs, expanding services available across the state, and making interactions with the BMV quick and easy. Branch wait times are shorter than ever and the agency's customer satisfaction rating is over 97% across all channels.

We achieved the goals outlined in our 2017–2019 strategic plan and are excited about the groundwork we have set for the future. The BMV's 2024 vision remains focused on engaging customers by empowering them with choices for how they interact with the BMV, investing in our team members to help them grow their careers, and building innovative and sustainable solutions to transform even the simplest transactions.

The BMV will continue pioneering new technology and investing across all mediums. Expect the unexpected as we lead into 2024.



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