

**2003 Showcase in Excellence Awards Recipient**

**Arizona Department of Transportation  
Motor Vehicle Division**



**Company Information:**

*Highest Ranking Official:*  
Victor Mendez, Director  
Arizona Department of  
Transportation

*Contact Person:*  
Cydney DeModica  
Communications Officer  
602-712-7966  
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*Type of work:* Transportation  
planning, highway construction  
and maintenance, vehicle titling,  
registration and related services,  
driver license issuance, collection  
of state revenues.

*Workforce:* 4,600 Employees

**Testimonial of Value** of Arizona State Quality Awards  
Program

“The application process allowed us to take a fresh look at the way we develop our E-Government services at the Motor Vehicle Division, and to validate the standards we use ensure the services best meet the expectations of our customers and the needs of our agency.

By aligning our development process with recognized quality benchmarks, we’ve been able to delivery an electronic service delivery channel that we believe is the best in our industry. The positive feedback we receive from Arizonans who have used our E-Government services tells us we did it right. Our experience with the quality award application process is even further proof.”

Penny Martucci, Assistant Director-Motor Vehicle Division and  
E-Government Project Sponsor

**Highlights of Organizational Process:**

**Strategy and Business Results:**

The E-Government program in the Arizona Department of Transportation (ADOT) is incorporated prominently in the agency’s strategic plan. Two key objectives in the plan focus on electronic service results: number of motor vehicle transactions conducted on the Internet and percent of major service transactions conducted on the Internet. Performance in these objectives is measured and reported monthly to the ADOT leadership. The objectives have been surpassed in each of the previous three years in which they have been measured, and they are on track to pass the Fiscal Year 2004 objectives.

At the current pace, more than 3 million transactions (examples: vehicle registration renewals, temporary registration permits,

duplicate driver licenses) and service activities (address changes, registration credit inquiries, notice of vehicle sales) will be conducted by private citizens and businesses over the Motor Vehicle Division's (MVD) ServiceArizona electronic service channel. More than 25% of MVD's major transactions will be done electronically during the fiscal year.

The E-Government program has contributed to a reduction of customer waiting time in MVD customer service offices to about 15 minutes. Customer satisfaction with E-Government services, based on an online survey at the end of each electronic transaction, is 99% satisfied. The program is a model for success at ADOT.

### **Process:**

MVD began its E-Government program in 1997, when there was very little in the way of precedent or benchmarks for online, interactive transaction services in government operations – in Arizona or elsewhere. The MVD E-Government project team relied on quality concepts to initiate and develop the program, and continues to follow the quality path as the program is expanded and enhanced. An important aspect of the program was the partnership MVD established at the beginning with IBM to create the program, develop the online processing system including the ServiceArizona web site, and for the ongoing operation and maintenance of the program. IBM's expertise in technical systems and experience in customer service have been invaluable.

The program is built around such factors as long range goals, annual objectives, setting priorities, measuring performance, analyzing results, lessons learned, continuous improvement and open communication between team leaders, team subject matter experts and ADOT and MVD senior management. Just as important is customer feedback, much of which is captured through an online comments section on the ServiceArizona web site. This feedback is used to fine-tune and enhance the existing system and to identify ideas for additional services. The E-Government team realizes that the market knows best and that customers are a priceless resource for improving the product.

### **Industry Leadership and Recognition**

The volume of customer use of the ADOT/MVD E-Government program is arguably the highest among motor vehicle agencies in the country. The success of the program generates continuing requests for information and advice from government agencies from around the country and even other countries, including Canada, England, Japan, Denmark, Colombia, Bermuda and the People's Republic of China. In addition, MVD representatives have been guest speakers at a variety of forums and conferences on E-Government. The program has been recognized as a standard for innovation, customer service and quality by the American Association of Motor Vehicle Administrators, American Association of State Highway and Transportation Officials and the Arizona Governor's Office.