IRP Tips and Ideas:
Compilation from “IRP Idea Exchange”
at 2018 Annual Meeting

At the 2018 IRP Annual Meeting, attendees spent time sharing suggestions on how to take IRP to the next level. This document compiles these ideas, sharing improvements and recommended best practices for other IRP jurisdictions to consider.

What recent effective improvements has your organization made?

- **Training**
  - Working on office manual for IRP transactions.
  - Identifying a chameleon carrier.
  - Understanding PRISM more in depth.
  - In service training of the examiners for about 90 minutes once a month. These are short refreshers to cover topical issues that have come up working with customers/carrier services and to ensure that walk-in center, call center and other program area staff are all in sync with interpretation of regulations.
  - Recently brought back the Mentorship program across the entire DOT to help transfer knowledge prior to the exodus of retirees.
  - Incorporating how-to videos to IRP help system.
  - Detailed 305 training for both customers and state staff.
  - Cross trained additional staff to assist with CMV calls.
  - Cross train employees.
  - Expanding on-line services-
  - Implemented Design Thinking-Remodel to include collaboration areas.
  - IRPAA (Auditor Academy for training)
  - Training IRP and IFTA staff and upgrading positions to service both programs.
  - Produced an inclusive lesson learned from areas on how new system will work.
  - Process flow with setting up IRP units.
  - Cross training IRP/IFTA employees.
  - Cross training.
  - Have review dept then quality assurance-2 step process.
  - Changed way staff is trained, Section 305 one person goes to satellite office for training.
  - Class for external users once per month.
• **Customer Service**
  - Reorganization, Change the office layout for customer seating upfront personal fueling, Working with DOR to develop YouTube video on IRP/IFTA
  - One stop shop-processing dealers, IRP, IFTA all in one location. Moving toward more on-line services. Vehicle license program, pilot for mobile driver license, Vehicle services Kiosk for Registration and Driver license.
  - Online services for registrants. We went through Peer Review. Now more aware of the number of unrealistic actual miles that we were accepting.
  - Cab Cards can be printed from the taxpayers account.
  - We are changing vendors to improve IFTA/IRP processes. Building new relationships with motor carriers (self-service)
  - We recently went to totally on-line email services. We see no walk-in customers. No decals. 3rd party issue license plates.
  - Online transactions for vehicle renewals and driver license renewal.
  - Investigation leveraging ELP and transponder technology to improve commercial vehicle flow and validate credentials.
  - Currently involved in a Process Improvement Initiative (PIC) to improve IRP turnaround time. PIC encouraged by our Governor’s office. Looking forward to the new effectiveness created by the PIC.
  - Concerted effort to reach out to new customers and confirm their order-standing.
  - We went through some staffing changes and are trying to promote the importance of DOR culture while providing best in class customer service.
  - Use of electronic audit files and electronic submission via SharePoint for review, approval and assessment. Note: auditors are located regionally throughout the state. We use text messaging of their carriers.
  - Meeting with stakeholders on a regular basis to discuss changes jurisdiction is making and things they would like to see us work on.
  - Created a phone bank.
  - Expanding online services-cross training employees in the office to be more efficient in serving our customers.
  - Remodel space with less offices and more collaboration space. Organization changes.
  - Opened new service centers across the state.

• **Staff Changes**
  - Restructured organization to align staff resources with strategic plan.
  - Points and Rewards system implemented. This keeps moral up and keeps discipline streamlined. It is clearcut.
  - Reorganized business structure to manage IRP and IFTA under same management.
  - Reclassified account reviewers to auditors from program specialists due to internal audit.
• Changed work environment to more relaxed laid back “fun” place to work. All employees on flex time.
• Making the office a more fun place to work (prizes, celebrate more, etc.)
• Implemented a performance-based incentive plan for all associates.

• **IT**
  • The installment of a CTM machine-Customer Tracking Management System
  • Plate order-where the customer with logo or regular plating can place an order via the online system and order which comes to staff and then sent to supervisor for approval and finally to vendor for manufacturing and shipping.
  • Implemented on-line services to our IRP carriers and service providers
  • For 2018 renewal cycle went tag less (no decals) which will be easier to go with electronic cab cards.
  • Building new single informatic platform for more efficiency for customer and employees (400 M Project)-another way of thinking.
  • Shared email for Motor Carrier Services, allows full coverage to customers during staff days off. Working on implementing full electronic credentials and pulling IFTA miles into IRP.
  • IRP/IFTA SYSTEM modernization improve timeliness in which applications are processed and credentials are issued. Reduced number of staff needed.
  • Legislating mandatory online registration (IRP). Allows us to focus on auditing the data, create technical and professional jobs being sought for.
  • Some states have automated the vehicle reg suspension process when the carrier is under a Federal 009. The system reads the daily Target File generates a suspension letter to carriers and automatically updates the legacy registration system for NLETS and law enforcement queries.

• **FMCSA**
  • We recently went to totally on-line email services. We see no walk-in customers. No decals. 3rd party issue license plates.
  • Online mileage verification to include add verification of annual average distance calculation.
  • System Upgrade. Allowed online filing and payment system generated mailing to reduce work time.
  • Work in progress for on-line renewal.
  • Went live with new IFTA/IRP system. PRISM/LTD compliant.
  • Implemented Clearinghouse Data Standardization.
  • Provide more IRP transaction on-line.
  • Currently consolidating databases. Migrated to Salesforce.
  • Started process of Data Standardization.
  • Switched to a new vendor so register and print online with plates on hand.
  • All vehicles updated to Android/Pamphlet rollout.
  • New System Modernization with additional on-line services.
  • Modernized our motor vehicle registration system, which includes IRP. It streamlines our IRP registration process making it more efficient. Adds the ADVDC with the click of a button and displays percentages, etc.
- Fixed critical bugs to our E-file (formerly CFISN) system communication with carrier Services. Need Carrier outreach.

- **Forms/Processes**
  - Updated all forms and made available online to employees and carrier services.
  - Paperless on-line filing-On-line shared Inbox for work flow: work queuing
  - Scanning of all files to a central OnBase system that is shared with the following departments: Motor Carrier, Financial Management Services, IFTA, Revenue, Collections and Audit.
  - Create Smart Forms.
  - Going green campaign to eliminate paper renewals and invoices.
  - Just started PRISM improvement-identify first chameleon carrier.
  - Section 305 one person goes to satellite office for training.
  - Smart forms added to renewals.
  - Going paperless.
  - Mails renewal cards.
  - New vendor has been an improvement.
  - Audit late renewals.
  - Quality assurance group.

- **Budget Savings**
  - Removal of license plate decals. Law Enforcement uses plate readers to validate license plate status.
  - Eliminated apportioned yearly decals on plates. Exempt vehicles do not do annual renewals.
  - Merged IRP/IFTA systems and operations. Pushed out some online services (renewals). Hired account temps to free up audit staff for some crucial functions.
  - Starting paperless process/conversion to email notification of changed audit results.
  - Consolidated offices.

- **Security/Fraud**
  - Formed a Compliance Investigation Division to handle motor vehicle registration fraud issues, motor carrier issues and motor vehicle dealer issues.
  - Currently testing system changes as part of an IRP and IFTA modernization. We rolled out a self-registration system for first time registrants. We can also allow credentials to be issued prior to document verification. Larger approved carriers will be able to maintain their own supply of plates.
  - Strengthened requirements for our agents and carriers performing their own work.
  - Created authority lease reference guide according to applicable CFR.
  - More focus on auditable accounts-high distance in low tier, fee state, rounding, etc. Identifying if UCR fees are not paid either registrant or entity leased on to.
• Online check list to review documentation before releasing cab card.
• Put in place the IRP Quality Control. Three times a year there are benefits of transactions to give feedback by employees and get training if necessary.

Name something your office does that others should consider doing as a best practice.

• Training
  • Monthly in-house training, we close the office in order for everyone to participate.
  • Cross train from other areas.
  • Quality control on online transactions (information and supporting documentation requires to be verified by IRP staff prior to credentials being issued). Communication-staff share ideas, discuss issues and verify information with one another.
  • Report out to the membership on the progress being made regarding the strategic plans continued implementation.
  • We are in the process thinking of change and trying new things while we implement new system P&P controls, training and staff improvement. More to share after changes made.
  • Cross trained staff to work on different account types to speed up issuance of customer documents (IFTA/IRP trained staff)
  • Every renewal is reviewed by a person and approved before payment is accepted.
  • Customer (user) training classes monthly at our office.
  • Constant contact and communications with customers.
  • Cross train with other Sections.
  • Video tutorials.
  • Two staff trainers and quality control reviewers.
  • Cross train employees.
  • Consistent training of staff on Requirements.
  • Cross train employees.
  • Universal Clerk training.
  • Mentorship program. Allow employees to cross train with other division.

• Customer Service
  • Assist disabled customers on the VR side with curbside service.
  • On-time print on demand temp tags-Dealer portal, Dealer training class
  • Flat rate public road insurance from every citizen in jurisdiction.
  • Responding to customers via email and encouraging communicating to us in email. Reduced the use of our lobby and telephones requiring staff. This also prepares us to have flexible schedules which is a recruitment selling point.
• Our office places an emphasis on our internal team to build a solid working environment. We celebrate success.
• Stakeholder meetings with industry and other state/federal agencies working together.
• We do both IRP and IFTA.
• Allow registration agents to access and register IRP applications.
• Answer the phone with quick response time.
• Developed stakeholder meetings.
• Uniformity on documents required at state level. Possibility to title and register same time, or not as an option. Simplify process.
• Went tag less on plates and able to email registration cards.
• We are now a one stop shop office for plates, (base or IRP), IFTA, titles and tax returns.
• Revisit service standards and involve industry.
• Waste walks and process improvements. Looking at processes and procedures to see how they can be made better and more efficient.
• Developed a Quality Assurance Section-small group that does analysis on IRP applications for areas where staff needs more training or management needs to communicate more clearly.

• Staff Changes
• About 1 ½-2 years ago the department began a robust telecommuting program. About 1/3 employees telecommute. The employees love the program.
• Points and Rewards system. (Some staff) seem to gravitate to a gratification system and are very competitive in their measurements. Productivity increased and errors declined.
• Rotating staff from counter operations to phone support.
• Flexible work schedules to a certain degree.
• Interview people staying employed.
• Focus on the diversity of our staff with weekly showcases on our intranet. Employee first mentality.
• Review process-team leader review then supervisor review. Goes to manager for 3rd review if needed to ensure audits are accurate.

• IT
• New carriers are automatically signed up for on-line access, mainly benefits the IFTA side at this time. But as our IRP on-line platform merges, hopefully we will see some benefits.
• Electronic filing and uploading of supporting documents is required if a taxpayer has more than 10 trucks or more that 10 jurisdictions.
• Contemplating being firm with on-line transactions and deploying kiosks to reduce store front and expand access to service.
• Online processing of IRP transactions.
• Employ a third party to keep the state compliant with IRP changes.
• Quarterly testing and upgrading of systems. Service and rebuild when necessary.
• CVIEW improvement-changed vendor.
• On-going modernization.
• Involve frontline staff into IT requirements/ brainstorming sessions.
• Changing systems to give more on-line services.
• IT enhancements have improved the stability of our IRP system.

• **Forms/Processes**
• Receive supporting documents and new accounts via e-mail boxes for streamline assignment and measuring performance.
• Discontinued mailing IRP renewals packets to customers.
• Verify legal names and look for consistent demographic information.
• Provides online renewals (98%)
• Online filings-message to registrants “filing estimated distance could subject you to an audit.
• Service providers complete access agreement-parts not required. IFTA tax return integration-IFTA tax return distance may be rounded.

• **Budget Savings**
• Accepting certified payments only for apportioned renewals.
• Document upload. Reduces documents received by mail, fax and in person. Allows faster processing of applications and issuance of credentials. Reduced staff.
• IRP Inc. needs to stand up one calculator for all jurisdiction to use instead of every jurisdiction paying for their own.
• No validation decals for IRP plates.
• Use temp firms to do certain jobs. Can hire these temps as full-time employees if they do a good job. Did this for auditing function.

• **Security Fraud**
• 500 or more has to be certified.
• Do not issue Temps until invoice paid-Visit roadside enforcement scale.
• Do not post AVPD Charts for registrants to view. After FRP, customers no longer need. This stops registrants from using AVPD as actual miles.
• Google every new fleet address.
• Have an on-site visit to new carriers to prove residency and established place of business.
• Use data analytics to identify trends and fraud and create visualization of information.
• We will not register new equipment until we have MSP/title in hand. Lease agreements in every truck.
• We require vehicles to be re-plated when an owner operator moves from registrant to registrant. This keeps the vehicle history clear as to where it has been and what carrier is responsible for fees and mileage reporting. Which is important when researching registration for law enforcement.
• Audit Examiners work to be sure work is done correctly.
• Online checklist to review documentation before releasing cab card.
• Audit all late renewals. Full or desk audit.
• Audit all late renewals.