



## CASE STUDY: Richmond County, Georgia

# A vehicle renewal kiosk success story

## BACKGROUND

Richmond County Tax Commissioner Steven Kendrick was seeking innovative ways to improve motor vehicle service delivery to residents by improving processes, updating technology and modernizing offices.

## CHALLENGES

Richmond County is tasked with providing services utilizing offices and a delivery system developed in the 1990s, designed to handle half of the current transactional volume. As an added burden, the system lacked the reporting infrastructure to accurately provide customer service statistics, such as wait-times, to help in evaluating implementation of new initiatives intended to better serve residents.

To compound the situation, new legislation mandates additional transactions and services be delivered at the Tax Commissioner's Office. All this comes at a time when tax revenues are declining and private sector employment is expanding, which is limiting the availability of human capital.

At the Tax Commissioner's Office, no alternative service methods were available to supplement the traditional counter delivery.

## SOLUTION

Recognizing the old tag office was out of date, Richmond County moved into a more modern facility in early 2015. Now equipped to adapt service delivery, Commissioner Kendrick and Motor Vehicle Director Takiyah Douse sought to update technology. The first investments were to install a customer and lobby management system and customer survey system to collect measurable data and feedback on customer service.

Based on the information, Richmond County prepared cost metrics for the various services provided and focused attention towards the highest volume transaction in the office: vehicle registration renewals, accounting for over 65% of all transactions.

Aware of registration kiosks, which became available to County Tax Commissioners in late 2014, Richmond County reviewed the opportunity and decided that a move to the kiosk could help with pending issues including customer wait times and lack of needed staff during peak times.

In June of 2015 Richmond County requested Intellectual Technology, Inc. (ITI), the kiosk solution provider, to install a kiosk. The kiosks are typically a customer-funded solution, with the consumer paying a \$3 transaction fee. Commissioner Kendrick, armed with the true cost of registration delivery, well in excess of the \$3 fee, made a proactive decision to charge the consumer only \$1 for a transaction at the kiosk with the County absorbing \$2.

***"Our kiosks have become part of our office technology and are a much more efficient way to conduct motor vehicle business. We are now looking at expanding this program into other locations that extend service hours for residents."***

—STEVEN  
KENDRICK,  
Richmond County  
Tax Commissioner

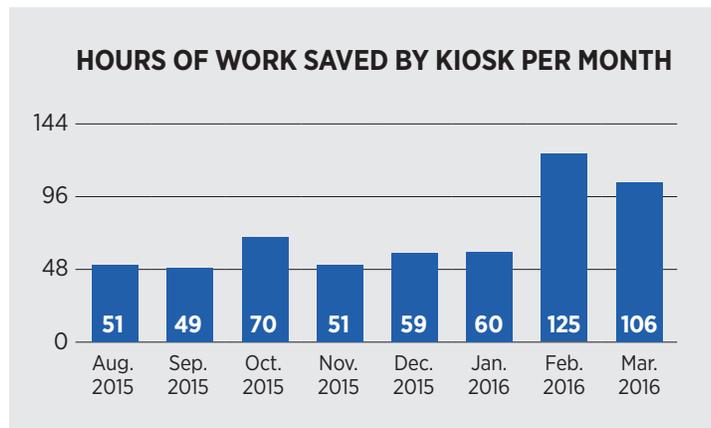
In addition, Richmond County changed their office customer flow, adding flex-time staff to work the lobby and meet customers during high demand times as they enter the office. Those seeking to complete registration renewals are routed to the high-speed kiosk lane, instead of the counter. If needed, flex-time staff can assist customers through their transaction. The kiosk fast lane was the model Richmond County determined provided the best results in lowering transaction costs while servicing customers as fast as possible.

## RESULTS

Since installing the kiosk, Richmond County has seen the number of transactions performed each month increase while still using the same number of office staff. During the first full month of kiosk operation in July 2015, Richmond County processed 469 kiosk transactions. Nine months later they processed 1,467 transactions.

Customer satisfaction has increased because customers with tag renewals are directed to the kiosk and are out of the office within minutes. Relieved from handling a large number of renewal transactions, office morale has also risen. Now staff have more time to spend with customers on complicated transactions and can make sure transactions are processed accurately. Richmond County has been able to increase transactions without having to add full time staff.

Under the direction of Finance Director John Rose, a comprehensive analysis of outcomes was performed. One surprise for Richmond County was the amount of cash processed at the kiosk. Almost 47% of the renewal transactions are paid for in cash. The cash option proved to be a big benefit in the amount of back office time saved handling and auditing the daily cash receipts.



## FINANCIAL IMPACT

To date Richmond County has performed over 8,900 transactions and processed over 11,700 vehicle registrations. The chart above shows the number of hours saved per month by using the kiosk instead of performing the work at a normal counter terminal.

## IMPACT ON COUNTY PUBLIC IMAGE

Since introducing the kiosk solution, Richmond County Commissioners have received praise from the public. By finding a better way to serve citizens and making trips to the tag offices take only minutes, citizens now have a pleasant tag office experience.

The County Commissioners commend the work done by Commissioner Kendrick, Motor Vehicle Director Douse and Finance Director Rose for servicing tag office customers. Richmond County is now looking to add kiosks in locations that offer extended service hours.

*Intellectual Technology, Inc. (ITI) leverages more than 20 years of DMV specific experience to bridge the gap between increased transactions and decreased resources through its solutions.*



(260) 459-8800 • [www.iti4dmv.com](http://www.iti4dmv.com)