MISSION
To serve the public by providing quality licensing and motor vehicle-related services.
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- Quality
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- Virtual
- Accuracy
- Skilled Workforce
- Information Security
- Professionalism
- Honesty
- Convenient
- Integrity
- Traffic Safety
- “Anytime, Anywhere”
- Innovative Service
- Respect and Consideration
- Trusted Leader in Public Service
I am pleased to present the 2014-15 Department of Motor Vehicles (DMV) Strategic Plan.

Directing a large organization such as DMV starts with having the right goals and a well-defined strategic planning process. Our process focuses on constantly assessing our environment and adjusting our plan, so that we know where we are today and where we want to be in the future.

This year’s plan reflects our ongoing commitment to transform ourselves into a 21st century organization capable of effectively responding to a dynamic, diverse, and ever-changing world. In the last year, DMV has made some innovative changes — from expanding the capabilities of our “DMV Now” mobile application to implementing new driver knowledge touch-screen testing terminals in field offices and developing regulations for self-driving vehicles.

As we implement changes to how we do business, I have personally seen our employees perform at their best. Whether it is at the first point of contact in a field office or over the phone, or behind the scenes running one of our many programs, we continue to strive to provide exceptional service to customers.

As our customers grow accustomed to using technology in their day-to-day lives, they expect DMV to offer a similar experience. To that end, we have looked years ahead and mapped out new service options for our customers. These include making additional transactions available on our mobile application, added functionality and availability of self-service terminals, and automated forms and applications.

Change requires a skilled workforce with employees who are knowledgeable, flexible, and focused on the future. That is why we continue to provide the necessary training to encourage our employees’ growth and career development. I truly believe that our employees are the basis for the success we achieve now and in the future.

The DMV will soon celebrate its 100th anniversary of providing service to Californians. A century ago, they could never have imagined DMV would look as it does today. Despite of all that has changed, one thing remains constant: our mission to serve the public by providing quality licensing and motor vehicle-related services.

Jean Shiomoto
Director, Department of Motor Vehicles
WHO WE ARE

OUR MISSION
To serve the public by providing quality licensing and motor vehicle-related services.

OUR VISION
California DMV: A recognized and trusted leader in public service.

OUR CORE VALUES
Honesty and integrity
Commitment to serve the public
Respect and consideration for each other, our customers, and the environment
Accuracy and quality in all our products and services

SERVICE STRATEGY
DMV will redefine the customer experience by offering convenient, innovative, and virtual service options.
OUR CORE FUNCTIONS

Driver License and Identification Card Program
We test and issue licenses to qualified drivers, provide identification services to the public, and verify the identity of licensed drivers and identification card holders.

Vehicle Titling and Registration Program
We issue titles and register all automobiles, motorcycles, trailers, and vessels, as well as commercial vehicles used for both interstate and intrastate commerce. We also issue disabled person placards and personalized license plates.

Driver Safety Program
We promote traffic safety by monitoring the driving performance of licensed drivers. Furthermore, we evaluate high-risk drivers for driving competency and take corrective actions against the driving privilege of drivers who demonstrate safety risks.

Licensing of the Motor Vehicle Industry
We provide consumer protection through the licensing and regulation of occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles, including: vehicle manufacturers, dealers, registration services, salespersons, transporters, and dismantlers. In addition, we regulate all occupations and businesses related to driving and traffic schools.

OUR SUPPORT FUNCTIONS

Administrative Services
This function is responsible for budgetary and fiscal management; contract and procurement processes; human resources management; training programs; facilities and properties management; and mail operations and printing services.

Revenue Collection Distribution
Through traditional agency accounting activities, the DMV collects and tracks over $7 billion in revenue each year of which is then distributed to other state agencies, local government, and California’s General Fund.

Information Technology (IT) Services
This function provides programming, installation, and maintenance for DMV’s complex and unique IT systems. This function enables us to conduct our internal operations and deliver services.

Enforcement Services
This function conducts auditing, monitoring, inspecting, and investigative services on the internal and external entities related to our core programs.

Information Services
This function includes all services associated with fulfilling requests for DMV information related to vehicles, persons, or business entities.

Enterprise Risk Management
This function provides an independent assessment of DMV’s enterprise risks, conducts formal audits of various departmental functions, and administers privacy protection, enterprise compliance, and IT project oversight programs.
One of DMV’s Core Values is a commitment to serve the public. Internally, we also focus on providing quality service to other DMV employees. Whether delivering services to external or internal customers, we pursue service innovations that enhance the customer experience and result in increased satisfaction. We actively seek our customers’ input and listen to their concerns and suggestions. Only by understanding our customers, can we deliver on our goal of enhanced customer service.

We realize that our employees are the heart of DMV and are key to enhancing our customers’ experience. We continue to focus on providing our employees with the tools and capabilities to deliver excellent customer service. We also strive to make our processes as efficient and customer-friendly as possible.

**STRATEGIES**

- Research and assess the diverse needs of our customers.
- Enhance and promote effective organizational communication.
- Enhance and promote effective external customer communication.
- Align DMV products, services, and resources with current and evolving customer needs.
Understanding that “employees make the difference,” DMV is committed to further developing the professionalism and skill of our workforce. In order to sustain this goal, we pursue employee-focused initiatives that enhance both individual and organizational capabilities. We invest in our employees by providing them with the training, tools, and resources necessary to effectively serve our customers.

Additionally, we routinely survey and obtain feedback from our employees. We understand that engaged employees are more productive, more likely to offer innovative ideas to enhance their work, and take an active role in resolving problems.

**STRATEGIES**

- Improve methods that foster collaborative and open communication among the workforce.
- Research and assess the diverse needs of our workforce.
- Enhance our workforce environment.
- Enhance our workforce capabilities to meet current and evolving business needs and demographics.
- Create an infrastructure to support an effective workforce.
- Modernize our recruitment and selection processes to maximize the effectiveness of our workforce.
SAFETY
Enhance Traffic Safety through Internal Programs and External Partnerships

At DMV, we rely on internal programs and partnerships with other safety-related government agencies to make our roadways safer. Nowhere is this more apparent than through our active participation in California’s Strategic Highway Safety Plan where DMV has taken the lead on implementing 34 specific safety plans in various traffic safety challenge areas. These areas include reducing impaired driving, ensuring driver competency, and targeting crashes involving younger and older drivers.

STRATEGIES

• Expand traffic safety related projects and programs.
• Ensure drivers are qualified and competent to use the roadways.
• Educate the public to promote traffic safety through proven methods and innovative approaches.
• Evaluate and provide evidence-based information on the effectiveness of traffic safety related actions to stakeholders.
• Improve the quality, completeness, timeliness, and uniformity of safety data and the sharing among federal, state, and local agencies and stakeholders.
• Plan for and assess the safety implications of innovative modes of transportation.
SECURITY
Strengthen Validity, Security, and Protection of Personal Information

Every day, customers provide us with detailed information about themselves in order to register a vehicle, receive a driver license, or complete other DMV transactions. We earn the public’s trust through diligent safeguarding of the personal information we hold and employing proven fraud prevention methods.

We also understand that a California driver license or identification card is considered the de facto form of identification with banks, law enforcement, and businesses. It is because of this that we continue to strive for one license–one record–one identity.

STRATEGIES
• Promote information security and privacy awareness.
• Ensure accurate submission and timely processing of departmental actions.
• Ensure consistent enforcement of DMV information security policies.
• Identify and integrate best practices to mitigate fraud and protect personal information under DMV authority.
• Establish accurate and secure identity management to facilitate authentication and authorization.
• Strengthen and enhance the processes used to release or exchange DMV information.
PROTECTION
Enhance Consumer Protection

We want consumers to feel confident when patronizing vehicle-related businesses. As a regulator and licensor of these businesses, DMV strives to protect the public when they purchase a vehicle from a dealership, send a child to driving school, or attend a traffic violator school. We investigate consumer complaints and, if necessary, take action against these types of businesses. We also protect against identity theft, financial fraud, and document counterfeiting.

STRATEGIES

- Enhance inspection, investigation, and review processes.
- Develop new and improved trend analysis and enforcement tactics.
- Enhance case management and resolution processes.
- Identify and integrate best practices that impact consumer protection as they relate to licensing, motor vehicle-related services, and enforcement practices.
- Promote public awareness of rights, responsibilities, and consumer protection services.
- Improve visibility and strengthen communication and partnerships with licensees and other stakeholders.
METHODOLOGY

Strategic planning, performance measurement, and the ongoing monitoring and tracking of data are integrated systems and processes that make up the framework for Performance Management here at DMV. The key elements function as follows:

ENVIRONMENTAL ASSESSMENT
The Performance Management process is initiated annually through an assessment of our environment. We use the results to identify our strategic issues and opportunities.

STRATEGIC PLANNING
We validate or revise the Mission, Vision, Core Values, Goals, Strategies, and Performance Measures. Collectively, these elements represent our strategic direction. Once adopted, these major elements guide what we will focus on for the next five years.

ORGANIZATIONAL PERFORMANCE MEASURES
We track performance measures tied directly to the department’s Goals and Strategies. They are used to gauge progress toward Goal achievement and intended results. At the program level, performance measures are also established and maintained. Measures at this level are used to determine how well the division is fulfilling its core functions. Additionally, program level measure results are used to explain changes in our organizational measure data.

ASSESSMENT OF PROGRESS
We review performance measure results and trends. Each review provides the opportunity to consider changes, adjustments, or corrections to any element of our strategic direction.

REPORTING
Every quarter, organizational performance measures and accomplishments resulting from major projects and activities are shared department-wide.

PERFORMANCE MANAGEMENT MODEL
CONTACT US

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This plan is available to employees on the DMV intranet and to the public on the internet at:
http://www.dmv.ca.gov/about/aboutdmv.htm
VISION
California DMV: A recognized and trusted leader in public service.