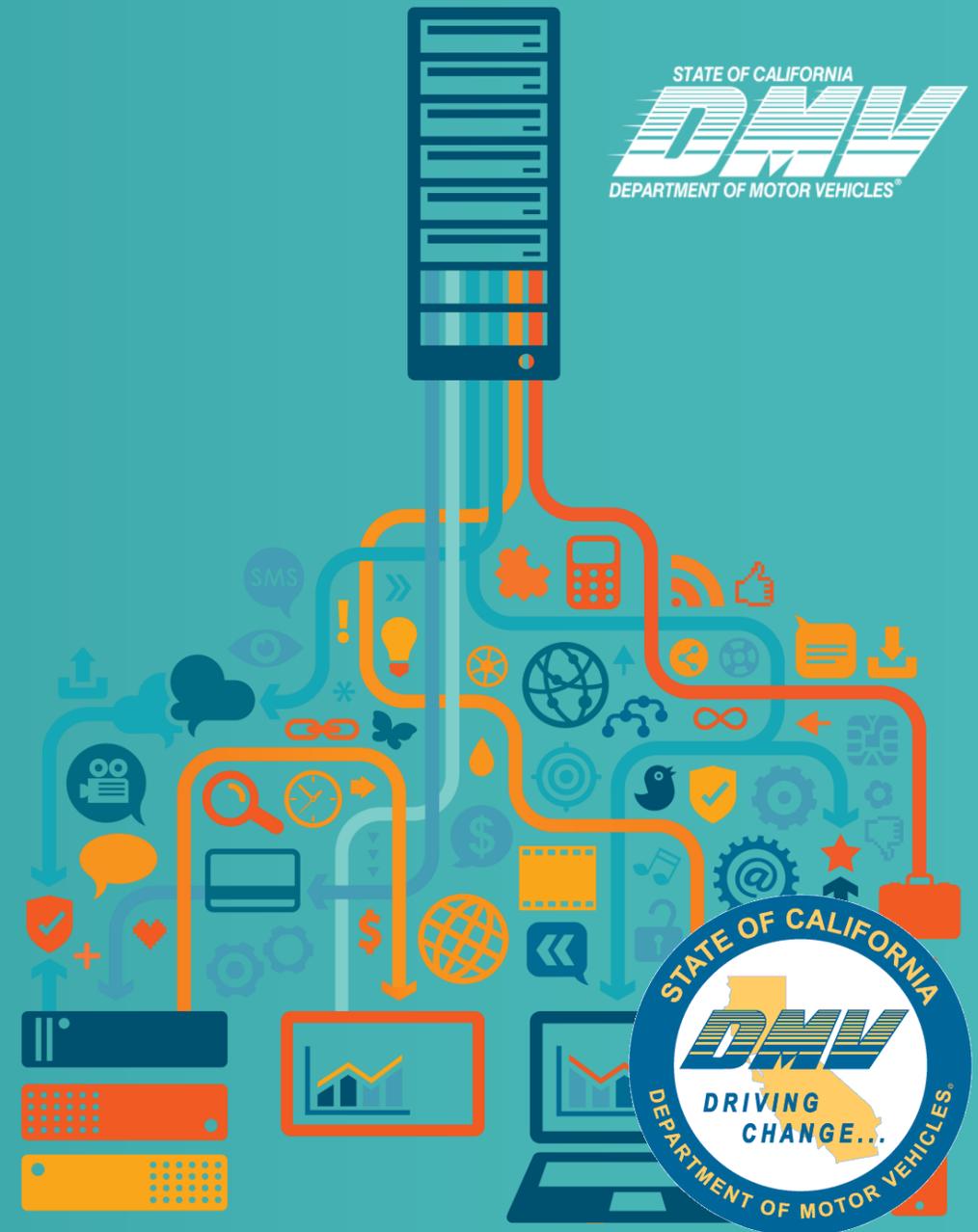


# State of California RPA Discussion Forum

Sharing our RPA journey

DMV, CDPH, OSHPD, FI\$Cal, Energy, DOT, EDD,  
CDT, CHP, Covered Cal, SCO, DGS, DOR, CalSTA, SCIF

4/9/2021



## Objectives of the discussion forum :

To share ideas, experiences and our robotic process automation journey across the State to improve operations and gain efficiencies

# Agenda

- Recap of past sessions for the new attendees
- What is new at the DMV
- What is happening at FI\$Cal (and other departments)
- DMV-UIPath Immersion Lab
- Collaboration space



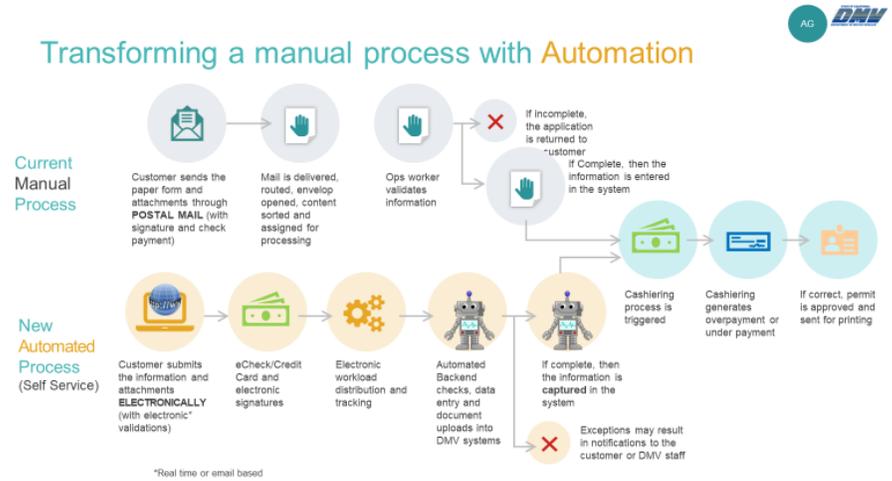
# Recap of the last couple of meetings

# RPA Center of Excellence Maturity

- Picking the right projects
  - Business Case Development
  - Concept Commit
  - Execution Commit
  - Readiness Validation
  - ROI Calculations
- Picking the right design pattern
  - Paper to Digital Bots (Using online workflow accelerators)
  - Backoffice Processing Bots (augmenting steps in a complex process)
  - Integration Bots (Queues and APIs. Design pattern for Near Real Time)
  - Conversion/File Bots (One time/ad hoc use in bulk)
  - Intelligent Document Processing Bots (digitizing paper mail processing using AI)
- Sharing responsibilities
  - RACI for bot manager, business owners, technical team, executives, compliance
  - Organization readiness
- Execution and support model
  - Timelines and milestones
  - Status reporting and continuous improvement
  - Bot scheduling optimization model and templates (*NewWIP*)
  - RPA portfolio ROI calculation sheet (*New*)

# We discussed...

- RPA Blueprints



### Additional Ideas - Second Residency Verification

Current Process	DMV prints a customer specific letter, form, and return envelope	DMV stuffs envelope and mails it	Customer opens it, signs and returns it. If needed, inserts address verifications docs	DMV receives opens and sorts the documents	DMV scans it	DMV reconciles data in systems
New Proposed Process	DMV prints a generic letter instructing customer to GO ONLINE	DMV stuffs envelope and mails it	Customer is instructed to go online and sign a customer-specific form. If needed, attaches address change docs and redirected to ICA			Data automatically reconciled and digitized in DMV systems and content repository via bots

- ROI Calculation

### Detailed ROI Modeling Example, part 1

Factors, units and costs

Operational Effort		Technology		Baseline Effort	
Unit: Total # of hours used (annually)	4,972 hours	Unit: % of available bot minutes allocated to the process over a year (usage tracked to a minute)	7%	Unit: On-time setup effort in hours (training, management, integration, standards)	150 hours
Cost: Hourly Rate for the Staff engaged in the current process	\$21.50	Cost: Licensing cost (include Bots, Orchestrator and Studio)	\$139,702	Cost: Hourly Rate (blended) for the COE team supporting bot implementation	Portfolio Mgr \$43.57 Technology Mgr (vendor) \$150.00 Advisor \$xxx.xx
Unit: % Yield (effective effort reduction estimated with bot implementation)	70 %	Cost of the infrastructure to host and execute the bots	TBD	Unit: # of automation projects slated to be developed concurrently (over 24 months)	TBD
Savings in materials (paper, storage) and IT (desktop support)	TBD	(Total staff operational hours in years) * (% effort reduction with automation) * (Blended hourly rate of the operational staff) * (Automation span in years)		Unit: # of automation projects slated to be maintained concurrently (over 24 months)	TBD
Customer interaction hours (rejections, status inquiries, delay grievances)	218 hrs/year (based on 30% rejection rate)	(IT assets annual cost to run automation) * (automation span in years)			
Expected reduction in customer interaction hours	633 hrs/year (based on 7% success rate)	(Setup effort) * (Blended rate of setup staff) * (Ongoing COE mgmt. effort by year) * (Blended rate of management/COE staff) * (pr of COE years for ROI calculation)			
Automation project lifespan (years)	2 years	(Total customer interaction hours in years) * (% call reduction with automation) * (Blended hourly rate of the customer support staff) (automation span in years)			

+ Efficiency gains (hours or \$\$)  
- Cost of gaining efficiencies

### Detailed ROI Modeling Example, part 2

Factors, units and costs

Project Specific Effort (Implementation)		Shared Support Effort		Other Factors	
Unit: Bot development hours	190 hours (100 dev+40 process/requirements analysis, 20 testing, 20 deployment)	Process Automation support hours (ongoing maintenance of as is - no enhancements)	3-4 hours/week	Incentive to participate	
Unit: management time allocated to specific process	54 hours/week	(Projected Deficit by effort - weekly) * (Blended rate of Dev/Test Staff - weekly) * (# of work weeks in a year)		Gratuity for participation	
Cost: Hourly Rate (blended) for the automation team supporting process implementation	Portfolio mgr \$43.57 Integration Mgr \$51.63 Technology Mgr (vendor) \$150.00 Advisor \$xxx.xx	(Ongoing COE mgmt. effort by year) * (project duration in fraction of the year) * (bot allocation %)		Managing the savings (what to release to the common pool and what to keep for new projects)	
		(Blended COE mgmt. rate)		Grievances	\$ + -
				Fines/Lawsuits	\$ +
				Backlog impact to the customers	
				Communication on the fund reallocation to stakeholders	

+ Efficiency gains (hours or \$\$)  
- Cost of gaining efficiencies

# We discussed...

## • Team structure

### Primary Implementation Actors

<b>Bot Manager/ Product Owner</b>	<ul style="list-style-type: none"> <li>Provides resources, approvals, and validates process efficiency and other business benefits</li> <li>Defines the "New World" for their staff</li> <li>Owns day-to-day operations and business decisions, plans and manages workload distribution in the new model</li> <li>Manages post implementation automation (fixes/enhancements) pipeline</li> </ul>
<b>Process and Implementation Manager</b>	<ul style="list-style-type: none"> <li>Acts as the implementation manager, process champion, cutover planner</li> <li>Defines, manages, and documents process changes</li> <li>Validates process changes and assists Bot Manager defining the "New World"</li> </ul>
<b>Product Tester</b>	<ul style="list-style-type: none"> <li>Staff that possess in-depth knowledge about the process/product</li> <li>Participates in process and system integration validation</li> <li>Identifies and logs system errors/bugs during testing/validation</li> </ul>
<b>Technology Integration Manager</b>	<ul style="list-style-type: none"> <li>Facilitates integration process, provides infrastructure for testing, stage and production environments</li> <li>Coordinates efforts to ensure system compliance on data security policies and standards</li> </ul>
<b>Compliance Manager</b>	<ul style="list-style-type: none"> <li>Responsible for validating the process automation implementation for compliance to COE established standards and DMV security policies</li> <li>Coordinates with Portfolio Manager and Audits to address potential risks and concerns</li> </ul>
<b>COE/Technology Manager</b>	<ul style="list-style-type: none"> <li>Responsible for set up and ongoing operations of the digital transformation COE</li> <li>Assists and supports the Compliance Manager in aspects of system and data security measures and controls</li> </ul>
<b>Digital Transformation Portfolio Manager</b>	<ul style="list-style-type: none"> <li>Responsible for end-to-end execution of all digital transformation projects</li> <li>Responsible for project selection, team set up, and project planning and scheduling</li> </ul>

## Responsibility matrix for Intelligent Automation

Activity	COE	ITCO	Business Owner	Process Owner	Vendor
<b>Business Requirement</b>	<ul style="list-style-type: none"> <li>Responsible for scope and direction of the overall automation</li> <li>Responsible design standards, practices and principles</li> </ul>	Informed	<ul style="list-style-type: none"> <li>Maintain the list of processes that have automation potential</li> <li>Perform the assessment to prioritize the process that can be automated</li> <li>Participate in discovery sessions</li> <li>Provide Subject Matter Expertise (SME)</li> </ul>	<ul style="list-style-type: none"> <li>Participate in the discovery sessions</li> <li>Sign-off on the process that will be automated</li> </ul>	<ul style="list-style-type: none"> <li>Participate in discovery sessions</li> <li>Develop Process Definition Document (PDD)</li> </ul>
<b>Program Setup and Governance</b>	<ul style="list-style-type: none"> <li>Establish governance</li> <li>Execute ROI</li> <li>Manage resource allocation</li> </ul>	Informed	Informed	Informed	Informed
<b>Platform Administration and Operations</b>	<ul style="list-style-type: none"> <li>Maintains the solution</li> <li>Responds to incidents, Triages and prioritizes</li> <li>Validates the implementation for process, legal and security compliance</li> <li>Managed bot allocation and schedule</li> </ul>	<ul style="list-style-type: none"> <li>Deploys Robots to dev, test and production environments</li> <li>Provide access to the systems that are part of automation</li> <li>Administers users and access to dev, test production environments</li> <li>Performs periodic review of the platform for security and performance</li> </ul>	<ul style="list-style-type: none"> <li>Manages exception processing workload</li> <li>Originates incidents</li> <li>Initiates business continuity activities during bot downtime/issues</li> </ul>	Act as the project manager/coordinator	Provides guidance on platform configuration
<b>Robot Development</b>	Consulted	<ul style="list-style-type: none"> <li>Provides access to vendor</li> <li>Shadows vendor during development</li> </ul>	<ul style="list-style-type: none"> <li>Acts as the Product Owner</li> <li>Manages backlog of processes</li> <li>Performs testing</li> <li>Oversees process changes</li> <li>Plans and executes the staff role revisions</li> <li>Defines workload redistribution</li> </ul>	Act as the project manager/coordinator	Develops new Robots
<b>Process Changes</b>	Consulted	Consulted	<ul style="list-style-type: none"> <li>Defines and manages the change</li> <li>Documents the change</li> <li>Validates process changes</li> </ul>	<ul style="list-style-type: none"> <li>Defines and manages the change</li> <li>Documents the change</li> <li>Validates process changes</li> </ul>	Recommends process changes
<b>Training</b>	Consulted	Supplies candidate students	Supplies candidate students	Supplies candidate students	Provides training on the tool and knowledge transfer
<b>Security</b>	Consulted	<ul style="list-style-type: none"> <li>Enforces/validates security policies around data and access</li> <li>Implements secure coding practices</li> </ul>	Provides input	Provides input	Provides training on the tool and knowledge transfer
<b>Contract Management</b>	Measures if the goals (ROI) of the automation are achieved	Owens the contract and software subscription	Owens day to day use and SLA monitoring	Informed	Accountable
<b>Configuration Management</b>	Informed	Aggresses production deployment of configuration updates	Informed	Informed	<ul style="list-style-type: none"> <li>Provides development services for major updates</li> <li>Owens production deployment of configuration updates</li> </ul>
<b>Upgrade Management</b>	Informed	Implements platform upgrades	<ul style="list-style-type: none"> <li>Tests changes and upgrades</li> <li>Understands new product features</li> </ul>	Informed	Understand new product features

## • Operating Model

### Operations

#### Operating Model Layers

Strategic	Identify use cases, agree on prioritization, roadmap for future, report out to leadership and executive team
Tactical	Bot outcome, benefit tracking and day to day management of bots, change management, identifying bot processes, reviewing for compliance, optimizing and prioritizing use cases
Operational	Development, maintenance and operations (Build and Run teams together), Infrastructure support. Continuous monitoring of Bots, triaging runtime issues and fixing/ fine-tuning/ optimizing. Process compliance, managing security/compliance

### Operations (Continued)

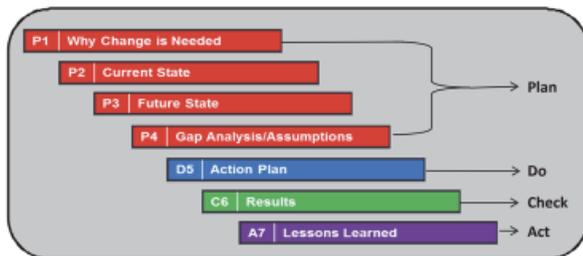
#### Security

Access	Provisioning, deprovisioning rules, set up roles based access control (RBAC)
Segregation of duties	Human in the loop vs bot builder BOT manager vs BOT Auditor BOT performing 2 tasks previous completed by two different profiles
Password Management	Leverage an application-to-application password management tool (Ex Beyond Trust) to maintain ID and password expiry rules/provisioning

# We discussed...

## Business Case Planning Template

- A3 (<https://www.calhr.ca.gov/Training/Pages/lean.aspx>)
  - Plan-Do-Check-Act model from CalHR Lean Academy
  - Plan phase (P1-P4) completed during the "Concept Commit"
  - Do (P5) filled in during "Execution Commit"
  - Added a new "Readiness Validation" milestone meeting prior the deployment



**P1 | Why Change is Needed**

*Sample Questions*

- Why are we doing this?
- What is the burning platform?
- What is the chief complaint?
- What is the impact of this issue?
- Intent of the action
- Scope – Start & end points

**P2 | Current State**

*Describe attributes of the current state:*

- Quantitative (Money/Errors/Amounts/Time)
- Qualitative

*Graphically present picture of Current State*

**P3 | Future State**

*Describe attributes of the future state:*

- Quantitative
  - Money/Errors/Amounts/Time
  - Are metrics defined and achievable?
- Qualitative

*Graphically present picture of Future State*

**P4 | Gap Analysis/Assumptions**

- What holds us back from the Future State?
- What are the root causes of these road blocks?
- Use Tools to ID Waste
- Brainstorm

**D5 | Action Plan**

Action Item	Assigned To	Date Completed

**C6 | Results**

Result	30d	60d	90d
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

**A7 | Lessons Learned**

Went Well/Helped	What didn't go well/Hindered

# Highlighted Use cases (Jan-Apr 2020)

- Motor Carrier Permit Renewal
  - Paper to online with a back office transactional bot to an Oracle forms application. 60K/year
- Vehicle Salesperson Occupational License Renewal
  - Paper to online with a backoffice transactional bot to a mainframe application. 80K/year
- Temporary Driver License
  - Web workflow with back office validation bot and document generation application. 2,500/day
- Driver License Internet Renewal Expansion
  - Augmenting legacy application via file processing and automating bulk manual transaction. 170K anticipated



Driver License Internet Renewal

DMV is now offering the option of Federal Compliant REAL ID driver license and ID cards.

**REAL ID**

A REAL ID card allows you to:

- Use for identification to board domestic flights
- Enter military bases and most federal facilities

**Apply for a REAL ID**

If you don't have a REAL ID, we recommend getting one. You can fill out the application online and plan your office visit to complete the process. Make sure to bring your documents with you:

- A legal document to prove your identity
- Name change documents for every legal name change
- Your social security document
- Two Residency documents

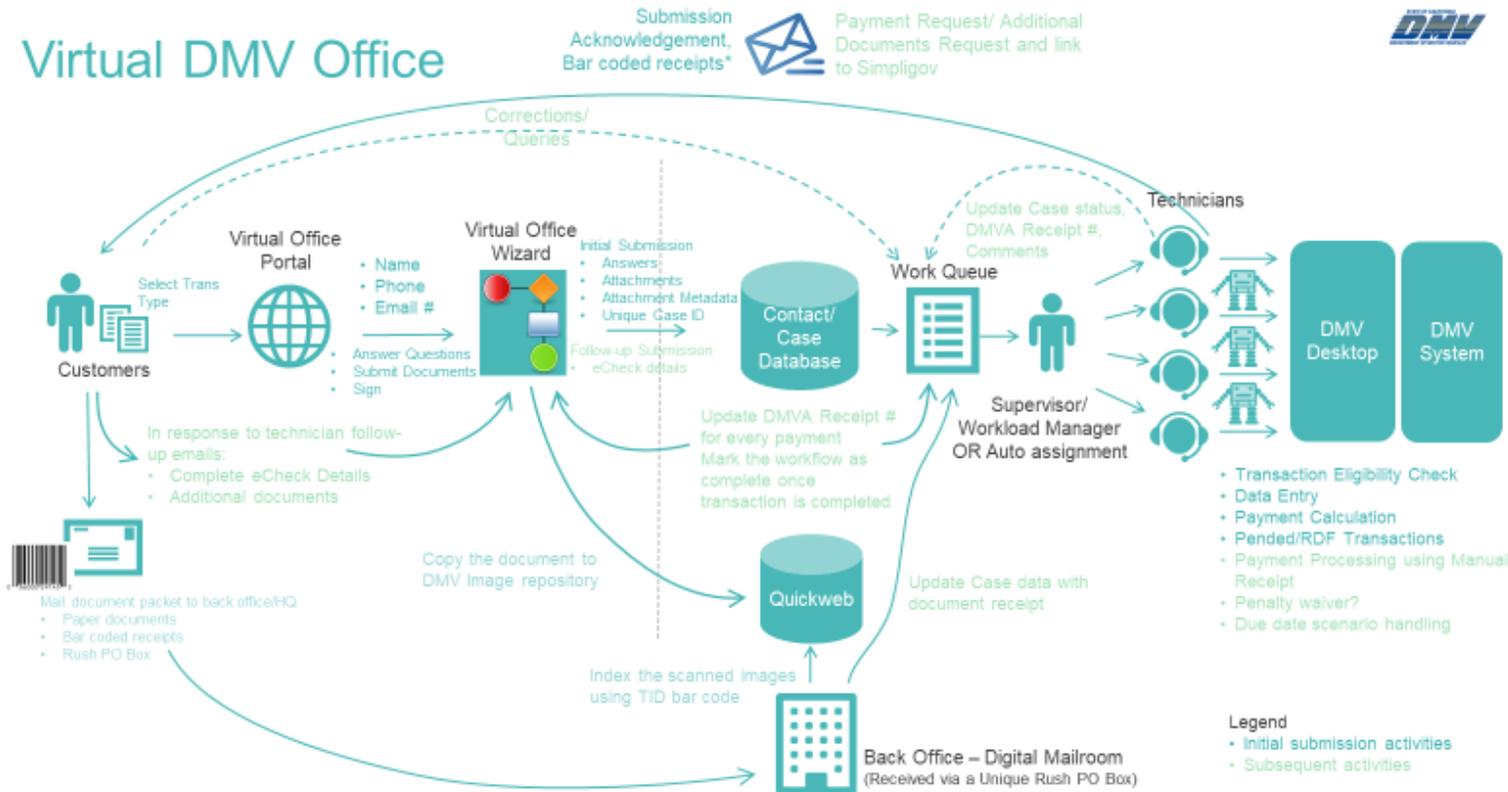
[Learn about REAL ID](#)



# Highlighted Use cases

- Virtual Field Office bots

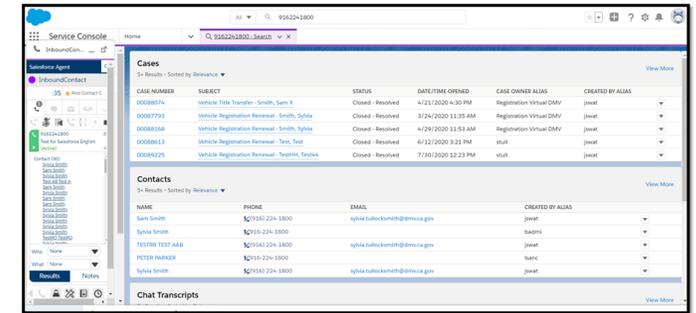
- Integrate Salesforce with mainframe for payment processing in the DMV Virtual field office using bots
- 2.5K/day



# Highlighted use cases (Sept-Dec)

- Contact Center "Fetch Bot"

- Integration with Salesforce Contact Center instance with a UiPath "fetch bot" to check for caller eligibility to receive the renewal by mail form
- Customer information retrieval in real time for identity verification



- SR-1 Accident reporting

- Paper to online transformation with a back office transactional bot to a mainframe application and a content management system
- Reuse of the bot plumbing for reuse as a direct data interface with AAA Insurance



# Highlighted use cases (Sept-Dec)

- Virtual field office “Validation Bot”
  - Verify on the go during intake
    - Check Vehicle VIN and Plate information
    - Check SMOG status

## DMV VIRTUAL OFFICE



### What Is DMV Virtual Office?

The DMV Virtual Office allows you to conduct select transactions that previously required an office visit.

This new convenient service allows you to upload necessary documents to complete your transaction. A DMV customer service representative will review and contact you to finalize the process – saving you time and a trip to a DMV office.

The DMV will be expanding available Virtual Office services.

Already submitted a case? [Check the status!](#)

**NOTE:** Many DMV transactions can already be completed using our online services.

# Current FI\$Cal RPA Processes

Below are the current FI\$Cal RPA offerings. Most require departments to provide a standard input file that the BOT uses to complete the transactions. At the end to the process the BOT produces a report of what was processed and details of any errors.

## **AR Deposit Upload Process:**

Automates fixing errors to multiple deposits. The process searches for a deposit, captures the necessary information and creates a new payment.

## **Add Purchase Order:**

Automates adding a large number of Purchase Orders into the FI\$Cal System.

## **Add Vendor Process:**

Automates adding a large number of Vendors into the FI\$Cal System.

## **Add Supplier:**

Automated process to add a large number of Suppliers into the FI\$Cal System.

## **Add Recurring Payments:**

Automates adding multiple recurring payments into the FI\$Cal system.

## **Extract Attachments from Vouchers/PO's/P-cards purchases for Personal Protective Equipment (PPE):**

Automation to copy all PPE attachments.

# FI\$Cal Future Vision

- Governance and Technology Improvements
  - RPA Service Catalog
  - Unattended Callable RPA Solutions
  - Contact Center/ Chatbot Integration for Advanced Fulfillment
- Future RPA Use Cases
  - Create Vouchers from Revolving Fund Checks / Lien Fees
  - Create PO from Multi Year Contracts
  - Extract Attachments from Contracts and T & C's
  - Create Deposits from Deposit Slip

# FI\$Cal RPA Services

- **FREE:** FI\$Cal's RPA services are free for all departments.
- Departments can use any existing RPA process
- Or we can add enhancements and functionality to existing RPA processes
- Or we can create new RPA processes for departments to use.
- The FI\$Cal RPA services are secure and are auditable with managed access controls.



# Where are we now? - DMV

# What's new at the DMV

## Managing Bot Productivity and Tracking ROI

- Ideas and templates

## Physical Mail Processing

- With a “Scan first” approach and bot integration with intelligent document processing, processing incoming mail

## SR-1 Accident Bot

- Improving digital adoption with multi-channel intake strategy

## Mobile Technician Eligibility Bot

- Providing options to eligible customers upfront and completing backoffice processing\*

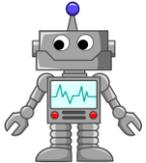
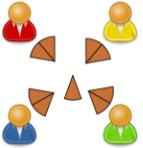
## Bot as a Waste Reduction Lever

- Incorporating bot in Virtual Field Office Waste Reduction Strategy

## Immersion lab

- Understanding the Industry and Technology

# RPA@DMV in Action

 <p><b>26*</b></p> <p>Use Cases Deployed</p> <p>ROD – 7          LOD – 12          FOD – 7</p>	 <p><b>&gt;62K</b></p> <p>Tech Hours Saved</p> <p>ROD – 3.5K          LOD – 41K          FOD – 17K</p>	 <p><b>&gt;3.86 million</b></p> <p>Transactions Processed</p> <p>ROD – 127K          LOD – 2.66M          FOD – 1.08M</p>
 <p><b>8</b></p> <p>Web Automation Use Cases</p> <p>ROD – 3          LOD – 4          FOD – 1</p>	 <p><b>18</b></p> <p>Bot Only Use Cases</p> <p>ROD – 4          LOD – 8          FOD – 6</p>	 <p><b>\$3.7 million</b></p> <p>Savings/Cost Avoidance</p> <p>ROD – \$164K          LOD – \$2.8M          FOD – \$764K</p>

\*5 use cases end of life/fully realized (Temp DL ext., 2<sup>nd</sup> Residency, and Digital Mailroom (NRL), 2 Payment Catchup Bots)

# Optimizing the bot ecosystem

- 25 Unattended bots automating 24 business scenarios
- Sharing multiple workloads to optimize licensing
- 24x7 bots, scheduled bots and ad-hoc bots
- Schedule driven by resource constraints/conflicts of target systems, human involvement

Robot Name	HOURS																									
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23		
Robot01	Motor Carrier Permit Pre Validation + RBM_70Plus_DLIREligibility																									
Robot02													MCP Tech												Quick Web for MCP and OL	
Robot03	Occupational Licensing - Pre Validation + RBM_70Plus_DLIREligibility																									
Robot04	Autonomous Vehicle Testing + 04M Re-Issue Fee processor Bot + Reissue Fee Dispatcher Bot																									
Robot05	MobileTech DL Eligibility												Occupational License Renewal												Mobile Tech DL Eligibility	
Robot06	ReplacementPlate_PreValidation + ReplacementPlate_PaymentProcessing + RBM_70Plus_DLIREligibility																									
Robot07	ISOP QuickWeb				Replacment Plate- Quick Web																VFO_TitleTransfers					
Robot08																										
Robot09																										
Robot10	DUS 70 Plus																									
Robot11	DLIR Robot Process																									
Robot12	DUS 70 Plus																									
Robot13																										
Robot14																										
Robot15	VFO_Vehicle Registrations																									
Robot16	Available - (Previously used for DigitalMailroom_NRL)																									
Robot17	RBM_70Plus_DLIREligibility																									
Robot18	ISOP Payment Bot																									
Robot19													DigitalMailroom_TitleTransfer												DigitalMailroom_TitleTransfer ( if more volume )	
Robot20	Motor Carrier Permit Renewal																									
Robot21	SR1 - Accident Report																									
Robot22	SR1 - Accident Report_Quick Web + VFO_Quick Web + Interagency Portal Quick Web																									
Robot23	e-Learning																									
Robot24													AKTE Results + AKTE_DLP												SR1 - AAA Bot	AKTE_EOD_DAF
Robot25	AKTE_workday												AKTE_DLP													

Process Name	Applications involved/ Dependencies	Once a day process ?	Restrictions on hours	Why only these hours	SLA Requirements	Average number of transactions per day	Average time for each transaction in minutes	Currently Running on Machines	IP Address Dependencies	Who can help with setup
MCP Pre Validation	Internet Explorer ( MCP URL), Java setup	No	None - available 24x7 based on requests	To provide customer better experience, faster response is desired	Typically in few hours from time of request received			1	No	
MCP Renewal	Internet Explorer ( MCP URL), Java setup	No	6:00 AM to 4:00 PM	1. Work Date must be authorized - Can happen the day before 2. Tech Turn In must happen before EOD for timely payment processing	No hard SLA's			2	No	Joseph Senda
MCP Tech Turn In	Internet Explorer ( MCP URL), Java setup	Yes	4:00 PM to 4:30 PM	Tech turn in must be complete for Control Cashier to validate and approve for next day for proper ETF File generation	No hard SLA's			2	No	Joseph Senda
DL PreValidation	Internet Explorer, EASE, Rumba	No	None - available 24x7	Prevalidation available	No hard SLA - Typically processed within the hour			3	Yes	Jun Andai, Ann Lavendelo
04M ReissueFee	Internet Explorer, EASE Application set up, Location enforcement must be disabled.	Yes	11:30 A.m to 3 pm	1. Work Date must be authorized daily- before processing the transaction	Typically in few hours from time of request received			4	Yes	Gina Munro
AVT (AutonomousVehicleTesting)	Internet Explorer, EASE Application set up, Location enforcement must be disabled.	No	8:00 a.m to 5:00 PM	To provide Business users chance to review the Business exceptions	Typically in few hours from time of request received			4	Yes	Gina Munro
DL SalespersonRenewal	Internet Explorer, EASE, Rumba	No	9AM-3PM	Payment Processing to PreValidation available	No hard SLA - typically processed within the hour if during 9AM-3P			6	Yes	Jun Andai, Ann Lavendelo
RP PreValidation	Internet Explorer, Rumba	No	None - available 24x7	PreValidation available	No hard SLA - Typically processed within the hour			6	Yes	Phuong Wan
RP PaymentProcessing	Internet Explorer, Rumba	No	9AM-3PM	Payment Processing to PreValidation available	No hard SLA - Typically processed within the hour			6	Yes	Phuong Wan
DLIR Process	Internet Explorer, Rumba set up	No	None - available 24x7 based on requests	Timely updates helps customers eligible for Internet Renewal, otherwise they have to go to Field Office	To be processed Daily			11		
DUS_70Plus	Internet Explorer, Rumba set up	No	None - available 24x7 based on requests	Timely updates helps customers eligible for Internet Renewal, otherwise they have to go to Field Office	To be processed Daily			10,12,13		

# Scheduling optimization

	HOURS																								
Robot Name	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
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# Optimizing based on bot attributes

Process Name	Applications involved/ Dependencies	Once a day process ?	Restrictions on hours	Why only these hours	SLA Requirements	Average number of transactions per day	Average time for each transaction in minutes	Currently Running on Machines	IP Address Dependencies	Who can help with setup
MCP Pre Validation	Internet Explorer ( MCP URL), Java setup	No	None - available 24X7 based on requests	To provide customer better experience, faster response is desired	Typically in few hours from time of request received			1	No	
MCP Renewal	Internet Explorer ( MCP URL), Java setup	No	6:00 AM to 4:00 PM	1. Work Date must be authorized - Can happen the day before 2. Tech Turn In must happen before EOD for timely payment processing	No hard SLA's			2	No	Joseph Senda
MCP Tech Turn In	Internet Explorer ( MCP URL), Java setup	Yes	4:00 PM to 4:30 PM	Tech turn in must be complete for Control Cashier to validate and approve for next day for proper ETF File generation	No hard SLA's			2	No	Joseph Senda
OL_PreValidation	Internet Explorer, EASE, Rumba	No	None - available 24X7	PreValidation available	No hard SLA - Typically processed within the hour			3	Yes	Jun Andal, Ann Lavendelo
04M_ReissueFee	Internet Explorer, EASE Application set up, Location enforcement must be disabled.	Yes	11:30 A.m to 3 pm	1. Work Date must be authorized daily- before processing the transaction	Typically in few hours from time of request received			4	Yes	Gina Munro
AVT (AutonomousVehicleTesting)	Internet Explorer, EASE Application set up, Location enforcement must be disabled.	No	8.00 a.m to 5:00 PM	To provide Business users chance to review the Business exceptions	Typically in few hours from time of request received			4	Yes	Gina Munro,
OLSalesPersonRenewal	Internet Explorer, EASE, Rumba	No	9AM-3PM	Payment Processing to s	No hard SLA - typically processed within the hour if during 9AM-3			5	Yes	Jun Andal, Ann Lavendelo
RP_PreValidation	Internet Explorer, Rumba	No	None - available 24X7	PreValidation available	No hard SLA - Typically processed within the hour			6	Yes	Phuong Wan
RP_PaymentProcessing	Internet Explorer, Rumba	No	9AM-3PM	Payment Processing to s	No hard SLA - Typically processed within the hour			6	Yes	Phuong Wan
DLIR_Process	Internet Explorer, Rumba set up	No	None - available 24X7 based on requests	Timely updates helps customers eligible for Internet Renewal, otherwise they have to go to Field Office	To be processed Daily			11		
DUS_70Plus	Internet Explorer, Rumba set up	No	None - available 24X7 based on requests	Timely updates helps customers eligible for Internet Renewal, otherwise they have to go to Field Office	To be processed Daily			10,12,13		

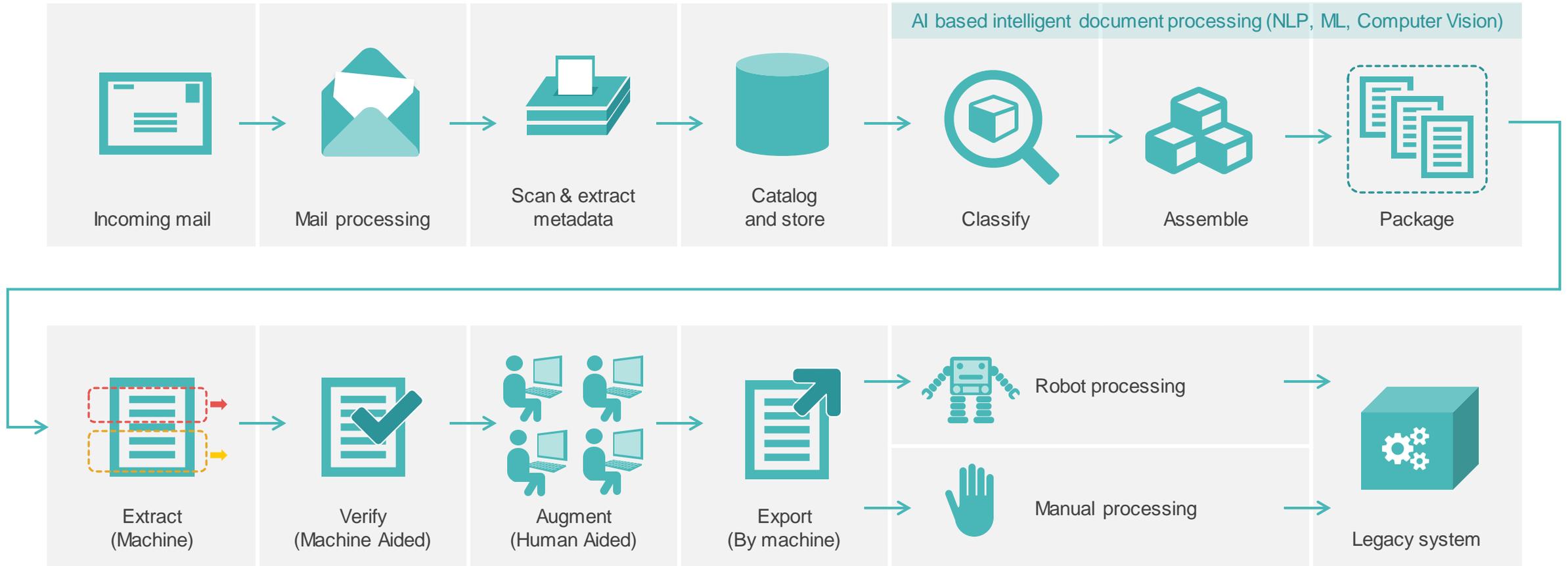
# RPA Operational Cost Savings\*

Automation	DIV	Successful	Exception	Business Exceptions	Total	%Efficiency	Labor Savings	Material Savings	Gross Savings*
Second Residency	LOD	130,085	192	3	130,280	100%	\$ 5	\$	\$
Temp DL Extension	LOD	583,365	2,353	455,356	1,041,074	56%	\$ 0	\$	\$
GO on the EO (DUN)	LOD	452,042	341	49	452,432	100%	\$ 5	\$	\$
Full Payment Bot (TT)	FOD	78,042	623	61,634	140,299	56%	\$ 6	\$	\$
DLIR Expansion	LOD	640,123	83	47,708	687,914	93%	\$ 2	\$	\$
70 + DUS (RBI)	LOD	257,972	8	4,443	262,423	98%	\$ 0	\$	\$
70+ RBM	LOD	17,549	5	98	17,652	99%	\$ 5	\$	\$
Digital Mail Room (NRL)	ROD	60,640	463	21,075	82,178	74%	\$ 9	\$	\$
Payment Catchup (TT)	FOD	7,731	642	18,174	26,547	29%	\$ 6	\$	\$
Full Payment Bot (VR)	FOD	43,227	4,945	43,200	91,372	47%	\$ 9	\$	\$
Payment Catchup (VR)	FOD	4,263	168	9,644	14,075	30%	\$ 2	\$	\$
VFO Document Bot(quickweb)	FOD	288,474	10,531	97,832	396,837	73%	\$ 4	\$	\$
MCP Renewals	ROD	17,587	-	6,752	24,339	72%	\$ 9	\$	\$
OL Renewals	LOD	4,534	1,481	3,714	9,729	47%	\$ 5	\$	\$
QuickWeb	ROD/LOD	33,585	13	-	33,598	100%	\$ 5	\$	\$
AV Testing Permit	ROD	3	6	81	90	3%	\$ 4		\$
SR1 Accident Report	LOD	10,609	24	7,204	17,837	59%	\$ 0	\$	\$
SR1 Quickweb	LOD	22,908	583	-	23,491	98%	\$ 0	\$	\$
Re-Issue Fees	FOD	1,155	17	329	1,501	77%	\$ 1	\$	\$
Replacement Plate	ROD	5,022	245	182	5,449	92%	\$ 8	\$	\$
AKTE DLP	LOD	110		93	203	54%	\$ 1	\$	\$
AKTE ProctorTrack Results	LOD	40	-	10	50		\$ 9	\$	\$
Drive Test Appointment	FOD	85,055			407,119	21%	\$ 1	\$	\$
<b>Grand Total</b>		<b>2,744,121</b>	<b>22,723</b>	<b>777,581</b>	<b>3,866,489</b>		<b>\$</b>	<b>\$</b>	<b>\$</b>

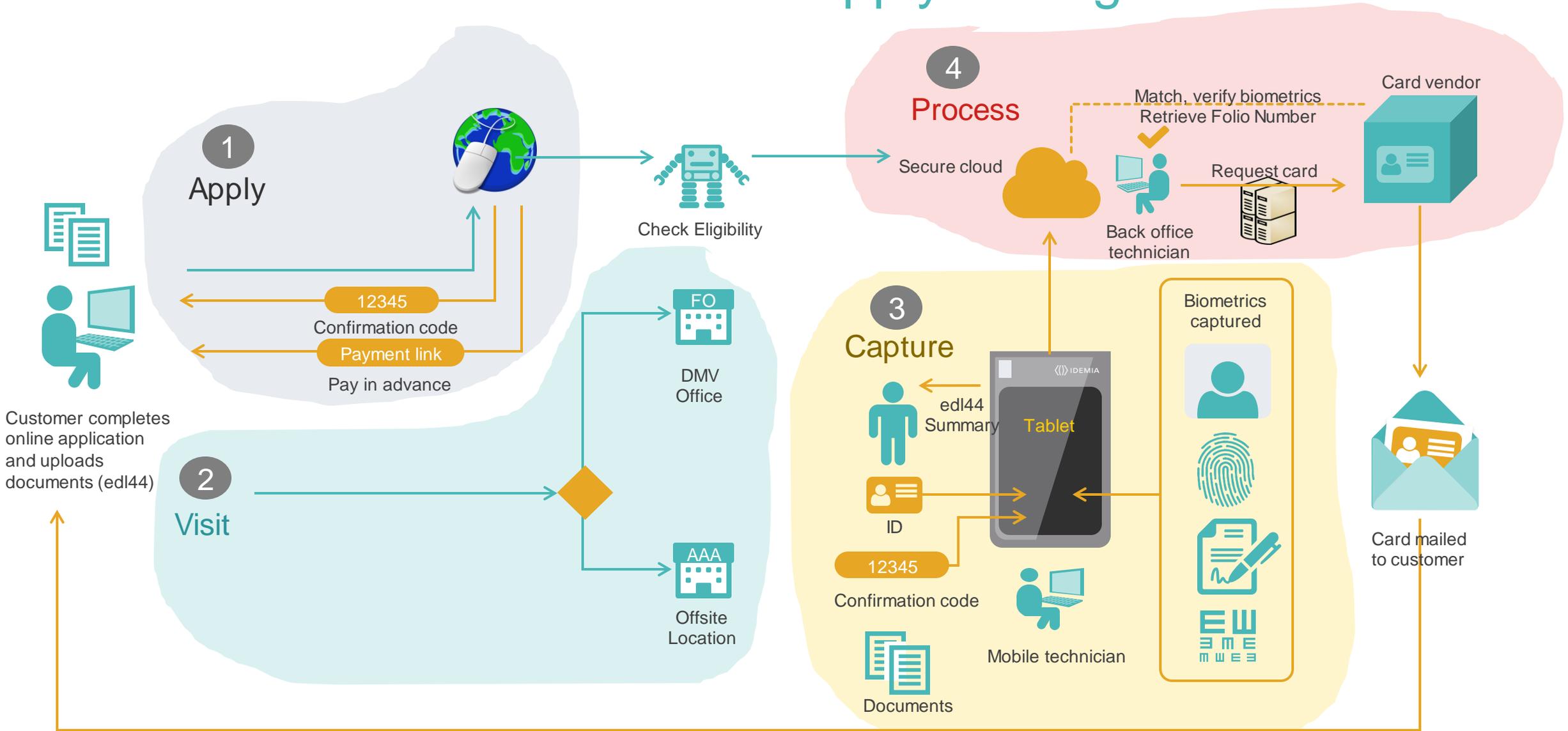
\*Does not include implementation cost savings of implementing a bot vs a system integration effort

\*Does not include Digital Mailroom initiatives

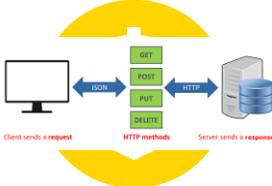
# Use Case – Bots and AI – Processing Mail Digitally



# Mobile Technician for Elastic Supply Management



# Bot strategy incorporated in waste reduction levers



Client sends a request      HTTP methods      Server sends a response

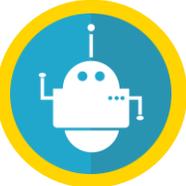
Backend Integration

License Plate, VIN, SMOG check



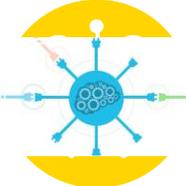
SaaS Automation

Duplicate email check, automated emails, event based updates, augmented email-case updates\*



Bot/Intelligent Doc Processing

Payment RDF clearance, Inventory access, Quickweb document uploads, Document merging, "openability", extraction and packet completeness\*



API Integration

Email Validation\*, Vehicle Valuation

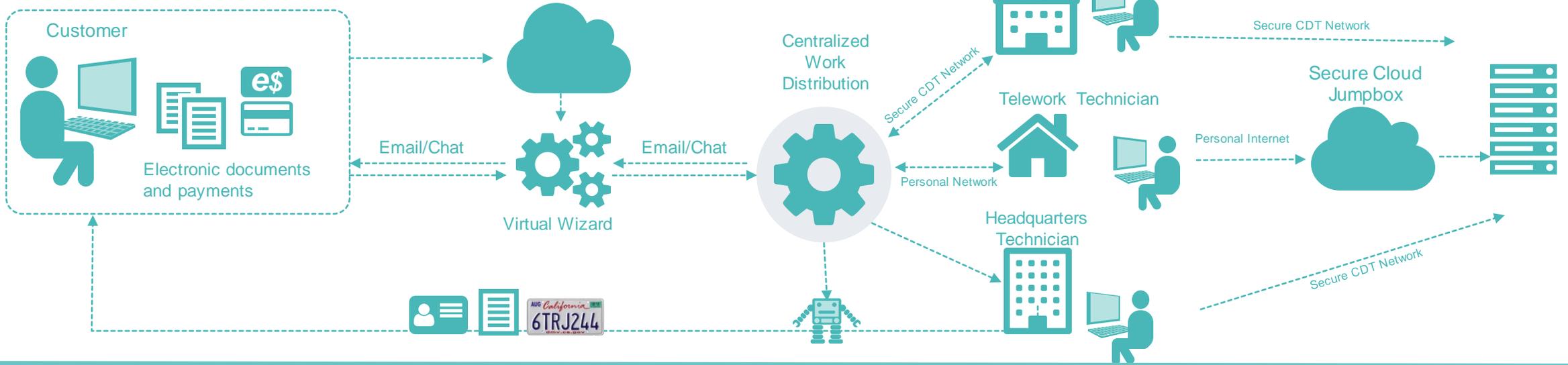


Business Process Engineering

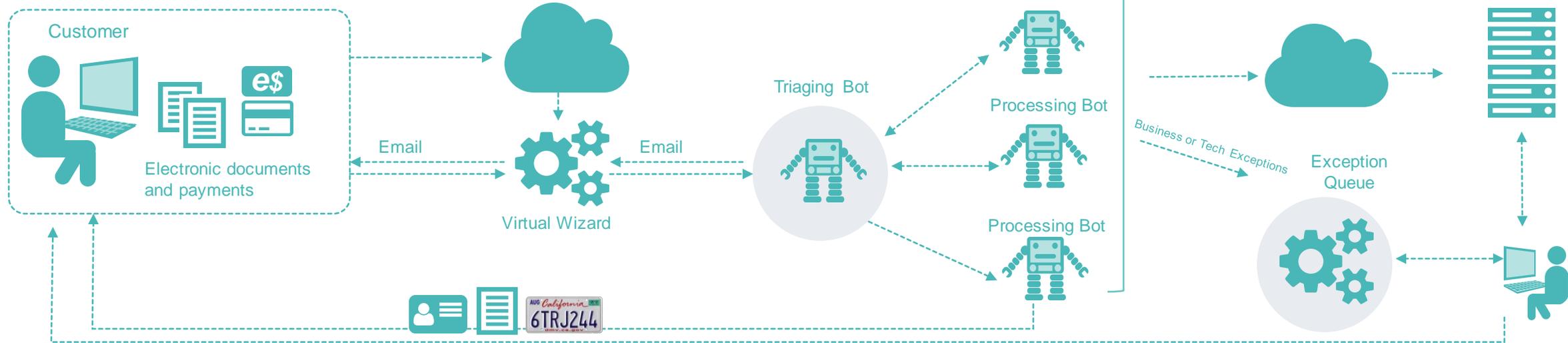
Omni Channel, Staff Composition Analysis, IBC Efficacy

# Bot strategy incorporated in continuous automation roadmap

## VIRTUAL FIELD OFFICE CHANNEL



## ROBOTIC PROCESS AUTOMATION CHANNEL





# Where are we now? – FI\$Cal



# Where are we now? - All