

2021-2026

STRATEGIC PLAN

STATE OF CALIFORNIA
DEPARTMENT OF MOTOR VEHICLES



TABLE OF CONTENTS

LETTER FROM THE DIRECTOR	1
EXECUTIVE SUMMARY	2
MISSION & VISION	3
GOALS & OBJECTIVES	4
CORE VALUES	6
ABOUT THE DMV	7

LETTER FROM THE DIRECTOR

California DMV Stakeholders,

This Strategic Plan focuses the Department of Motor Vehicles' efforts on delivering world-class services to the residents of California. We'll do this by using technology to reach our customers where they are and by providing brick and mortar services at DMV offices and Business Partner locations. To achieve success, we are looking at our business in new ways, changing how we operate, and upskilling our team to lead for today and into the future.

Over the last several years, the DMV has made several changes in the way we do business, modernizing our services and becoming more agile. We are using technology to be more efficient and improve how we serve the public.

The DMV touches the lives of all Californians, and our services are essential to protect our economy through the movement of goods and services and to keep Californians on the move. This is why we continue to challenge historic assumptions, change how we do business, and adapt to the market as we provide these vital services.

The Objectives outlined in our new Strategic Plan reflect the DMV's transformation:

- Foster the **workforce** and a culture of innovation to make DMV a leader in talent attraction and retention,
- Deliver simpler, faster ways to fulfill customer needs through expanded **digital services**,
- Create flexible, scalable, and secure **technology** systems to enable innovation and continuous improvement,
- Embed measurable **efficiency** in every aspect of the organization,
- Become California's leading **customer-centric** public sector organization.

The DMV will use this Strategic Plan as a guide as we continue to innovate and improve our service to meet the needs of Californians wherever they are, 24 hours a day. Thank you for joining us on this journey.

STEVE GORDON | DIRECTOR

EXECUTIVE SUMMARY

The DMV met the challenges posed by the COVID-19 pandemic to remake the Department into a resilient, customer-focused, efficient, and technology-forward organization.

We have begun replacing aging infrastructure with modern systems, expanding our services to digital channels, and implementing modern tools for back-office efficiency and customer relationship management. These efforts have laid the groundwork for our modernization journey into the future, which is anticipated to include mobile driver's licenses, the use of blockchain for vehicle titles, and much more.

Our refreshed Strategic Plan unifies the many initiatives we have developed during the last few years, propelling us towards providing greater services and experiences to our customers.

The plan has five elements:



A **Mission** to lead us



A **Vision** to inspire us



Objectives to focus us



Key Results to engage us



Core Values to ground us

MISSION & VISION

DMV's Mission is designed to lead us. Our Vision is designed to inspire us.

MISSION

We proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety.

VISION

Deliver an outstanding experience to all our customers, powered by our people and technology.

Our Mission and Vision remain the same.

We know our work is critically important to enabling millions of Californians to get to their destinations each day, while keeping our roads safe and their identities secure.

We continue to deliver on our mission-critical work and are focused on becoming an innovative, future-looking leader in public service.

As the DMV, we play an important role in serving as the face of government. With this Strategic Plan, we have an opportunity to be a model for the ideal interaction with government and radically transform the customer experience.

OBJECTIVES & KEY RESULTS

Our objectives are designed to focus us. Our Key Results are designed to engage us.

For this update, we have converted our five enterprise Goals to Objectives, to better align to the State of California's focus on Objectives and Key Results (OKRs). For each Objective, we have developed Key Results to track our progress in meeting these objectives over time.

This new OKR framework does not change our focus. We will continue to do amazing work to improve the lives of Californians. We will also continue to make necessary investments in nearly every aspect of the DMV, from core infrastructure to customer- and employee-facing services.



OBJECTIVE 1 - WORKFORCE:

Foster the workforce and culture of innovation to make DMV a leader in talent attraction and retention.

If customers are the heart of our Strategic Plan, then our team members are the soul. The DMV is home to more than 9,000 dedicated public servants and we continue to focus on investing in our workforce. This means attracting and retaining talent, enhancing our team members' capacity across the organization, and providing modern training and technology.

We are making ongoing efforts toward becoming a more inclusive organization that our people, both present and future, are proud to call their place of work.



OBJECTIVE 2 - DIGITAL SERVICES:

Deliver simpler, faster ways to fulfill customer needs through expanded digital services.

As technology evolves, the expectations and preferences of our customers also change. Today's customers expect instantaneous service and information to be readily available.

We will continue to expand and improve our digital service channels, which will facilitate the ease and convenience of customer self-service options. This will reduce wait times and allow our team members to be more customer-focused when completing more complex tasks.

OBJECTIVES & KEY RESULTS (CONT.)



OBJECTIVE 3 - TECHNOLOGY & DATA:

Create flexible, secure technology systems to enable innovation and continuous improvement.

Technology is always changing and what is new today can be obsolete tomorrow. Emerging technologies support real-time information access and sharing this information across a multitude of platforms, but new technologies can also increase the possibility of new threats to our customers' information.

As we begin transitioning to more modern and intuitive platforms to meet our customers' needs and preferences, we must also ensure their information is protected.

The DMV continues to develop and refine its strategic approach to data, as well as our capacity for applying data in governance, which will bolster our privacy and security practices as we continue to adopt new technologies.



OBJECTIVE 4 - OPERATIONAL EFFICIENCY:

Embed measurable efficiency in every aspect of the organization.

As we adopt and adapt new technology and processes, we want to ensure these innovations are providing value and efficiency and that our employees are well equipped to meet or exceed our performance goals.

We will continue to develop and improve the tools and systems used to measure and manage performance. This data will help us to understand how we are performing as an organization.



OBJECTIVE 5 - CUSTOMERS:

Become California's leading customer-centric public sector organization.

We know the DMV is a great place to work, but what makes us a great place with which to conduct business?

We provide services to the most populous and diverse state in the country and in many ways are the face of the government for Californians. We offer a variety of critical services across 170 offices throughout the state and are always working to better understand our customers' DMV journeys and needs. This allows us to build trust in our integral government services, with the intention of making our customers' experience as intuitive and streamlined as possible.

CORE VALUES

These Core Values outline our collective principles as a department and are intended to reflect and represent the values of our team members. We will foster a unique and inspired organizational culture through these values and ensure our vision for the future is aligned to our core set of beliefs.

S

SERVICE Striving for Customer-Centric Service

T

TRUST Earning Trust

R

RESPECT Upholding Respect

I

INNOVATION Pushing for Innovation

D

DEVELOPMENT Prioritizing Our People Development

E

EXCELLENCE Delivering Excellence

ABOUT THE DMV

The DMV proudly serves the public by licensing drivers, enforcing driver safety, registering vehicles, securing identities, and regulating the motor vehicle industry across California. As the retail face of state service, the DMV interacts directly with more Californians than any other state department.

DMV Facts & Functions:

The department was founded in 1901 when California laws authorized all cities and counties to give licenses for bicycles, tricycles, automobiles, horse carriages, and similar wheeled vehicles. Today, the DMV's primary function is to license California's more than 27 million drivers and register more than 36 million vehicles.

The DMV is charged with carrying out many other functions, including:

Maintaining RECORD OWNERSHIP (certificate of title) of DMV-registered vehicles	Maintaining DRIVING RECORDS (accidents and convictions) of licensed drivers
Issuing nearly 7 MILLION identification cards for individuals	Registering & recording ownership of more than 600,000 vessels
Developing rules and regulations for the operation of AUTONOMOUS vehicles on California roads	Licensing and regulating DRIVING SCHOOLS and INSTRUCTORS
Licensing and regulating nearly 10,000 car dealers and more than 81,000 vehicle salespeople	Licensing and regulating VEHICLE MANUFACTURERS, TRANSPORTERS, DISTRIBUTORS, & DISMANTLERS
INVESTIGATING consumer complaints	Maintaining RECORDS in accordance with the law
Administering FINANCIAL RESPONSIBILITY law	Collecting more than \$12 BILLION in revenue annually

CONTACT

OFFICE OF THE DIRECTOR

Department of Motor Vehicles
2415 1st Ave., Mail Station F101
Sacramento, CA 95818-2606

www.dmv.ca.gov