

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 months, 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 goals 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 serves customers in more than 170 field offices across the State, endeavoring to keep up with changing technology and evolving customer demands for new and more convenient services.

Shifting customer preferences and needs have provided an opportunity to embrace change, develop creative business solutions and improve the customer experience.

This DMV Strategic Plan outlines a five-year journey of dramatic transformation built around:



A new **Mission** to lead the Department



A **Vision** to inspire



Goals to provide focus



Objectives to engage



Core Values to orient all who work at the DMV

Dozens of strategic initiatives already are underway. Combined with future initiatives, they pave DMV's path to accomplishing its objectives and reaching its goals.

This Strategic Plan is guiding the DMV on its journey to lead through innovation, provide exceptional services to the public, and better support fellow team members. It is the roadmap for modernization.

MISSION & VISION

DMV’s mission is designed to lead the Department. Its vision is designed to inspire.

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.

The **Mission** remains the same – to provide customers with critical services.

The **Vision** – which defines what DMV ultimately wants to achieve – calls on the Department to be more customer-centered, team member-focused, and technology-driven.

DMV’s work is critically important to keeping roads safe and identities secure for Californians who need to get to their destinations each day. DMV will deliver on its mission-critical work and become an innovative, future-looking leader in public service.

The DMV plays an important role and serves as the “face” of government. It provides necessary services to millions of Californians, and their experiences inform their opinion of state government. With this Strategic Plan, DMV has an opportunity to radically transform the customer experience and model ideal customer service delivery for both the public and private sectors.

GOALS & OBJECTIVES

DMV's goals are designed to focus the Department. Its objectives are designed to engage it.

This Strategic Plan will require investments in nearly every aspect of the DMV, from core infrastructure to services for customers and team members. That is why these goals and objectives reflect input from representatives across the DMV. That input has resulted in actionable and measurable goals and objectives to help deliver top-tier customer experiences and further modernization.

/ These five goals are the results the DMV is working to achieve.

/ The objectives are the measurable actions the DMV will take to meet these goals.



GOAL 1 - WORKFORCE: *Foster the workforce and culture of innovation to make DMV a leader in talent attraction and retention.*

The DMV employs nearly 10,000 dedicated public servants and is focusing on investing in that workforce. The DMV is also focusing on attracting and retaining talent, enhancing team members' capacity across the organization, and providing modern training and technology.

Goal 1 objectives will move the DMV toward becoming an organization that its people, both present and future, are proud to call their place of work.

OBJECTIVE 1.1: *Develop DMV into a desirable and dynamic employer*

OBJECTIVE 1.2: *Increase overall employee engagement*

OBJECTIVE 1.3: *Increase employee engagement in customer-facing roles*



GOAL 2 - DIGITAL SERVICES: *Deliver simpler, faster ways to fulfill customer needs through expanded digital services.*

As technology has continued to evolve, the expectations and preferences of customers have also changed. Today's customers expect instantaneous service and information to be readily available.

Goal 2 objectives will expand existing service channels and facilitate the ease and convenience of self-service. These changes will help reduce wait times and allow team members to be more customer-focused when completing complex tasks.

OBJECTIVE 2.1: *Substantially increase services outside of the in-person channels*

OBJECTIVE 2.2: *Increase ease of completing all transactions*

OBJECTIVE 2.3: *Increase completion of all transactions outside the in-person channels*

GOALS & OBJECTIVES (CONT.)



GOAL 3 - TECHNOLOGY & DATA: *Create flexible, secure technology systems to enable innovation and continuous improvement.*

Emerging technologies give the DMV access to more real-time information that can be shared across a multitude of platforms. With this increased access comes the possibility of new threats to customers' information. As the DMV transitions to more modern and intuitive platforms to meet customers' needs and preferences, it must also ensure their information is protected.

Goal 3 objectives will help the DMV develop a strategic approach to data in governance. They will also bolster privacy and security practices as DMV continues to adopt new technologies.

OBJECTIVE 3.1: *Substantially increase the portion of the IT portfolio offered on standard platforms*

OBJECTIVE 3.2: *Increase enterprise visibility through integrated, connected systems with an ability to monitor in real-time*

OBJECTIVE 3.3: *Centralize the enterprise-wide data model to provide timely business intelligence*

OBJECTIVE 3.4: *Increase privacy and security capabilities across the enterprise*



GOAL 4 - OPERATIONAL EFFICIENCY: *Embed measurable efficiency in every aspect of the organization.*

As DMV adopts new technologies and processes, it will realize value and efficiency resulting from these innovations, and its team members will be well-equipped to meet and exceed performance goals.

Goal 4 objectives will bring tools and systems to the DMV to measure and manage performance. They will reveal how DMV is performing as an organization by establishing performance baselines and industry benchmarks.

OBJECTIVE 4.1: *Increase the quantitative measuring of productivity and performance*

OBJECTIVE 4.2: *Increase productivity to surpass industry benchmarks for service delivery*



GOAL 5 - CUSTOMERS: *Become California's leading customer-centric public sector organization.*

The DMV will offer a variety of critical services throughout the State and will accommodate the varying needs of customers. It provides services to the most populous state in the country and is often the government agency Californians interact with the most.

Goal 5 objectives help DMV better understand customers' needs and improve their journey through its services. These objectives will help build customer trust and satisfaction in DMV's integral government services.

OBJECTIVE 5.1: *Increase overall customer satisfaction*

OBJECTIVE 5.2: *Apply a human-centered design approach to all new services and products*

CORE VALUES

DMV's Core Values were created by the Employee Engagement Experience team and supplemented with industry best practices from the private and public sectors. They are the crux of an organizational culture that embraces its mission and vision.

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 700,000 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 \$11 BILLION in revenue annually

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