

Before We Start...

House Keeping

- Online/Webex Event
- You will be automatically muted.
- Use the Chat feature for general questions.
- Use the Q&A feature for the Q&A segments of today's event.
- If experiencing poor audio quality, please shut down larger applications, such as Chrome or switch your audio connection type in your Webex audio settings.
- End Time: 11:00 AM

About Today's Session

- Market research for DMV's needs.
- Presentation of problem statements.
- Each problem statement will be followed by a short Q&A.
- No expectation to provide solutions that solve the problem in its entirety. Ideas to solve a portion of the problem are welcome as well.
- Vendors not registered in California are not prohibited from participating.
- Post session questions may be submitted to the Q&A section at the [Submission Portal](#).



DMV's Digital Transformation Journey

DMV Vendor Day 2022

WebEx Event

2/17/2022



Welcome!

Meet the executive team



Russ Nichols

Director/State CIO
Department of Technology



Steve Gordon

Director
DMV



Cris Rojas

Chief Deputy Director
DMV



Ajay Gupta

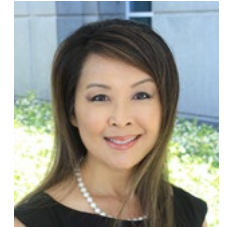
Chief Digital Officer/CIO
DMV

Meet the experts



Kathleen Chaussee

HR Chief, DMV



Jeannie Cheung

Accounting Chief, DMV



Bernard Soriano

Deputy Director
Registration Operations
DMV



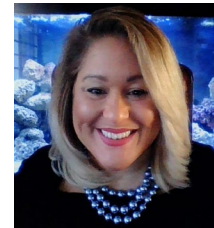
Robbie Crockett

Deputy Director
Administrative Services
DMV



Anita Gore

Deputy Director
Office of Public Affairs
DMV



Tiffany Angulo

Deputy Director
Statewide Procurement
Department of Technology



Gavin Bhakta

IT Manager, DMV



Lee Scott

Chief Budget
Officer, DMV



Hon Yue

Accounting
Manager, DMV

Welcome!

Meet the event team



Erica Soule

Vendor Day Lead



Jay Nath

Co-CEO & Founder
City Innovate



Kamran Saddique

Co-CEO & Founder
City Innovate



Amber Moore

Executive Director, Client Services
LiFT

Today's Objective

We invite the **vendor community to partner with DMV** in preparing the organization for the future.

With a focus on continuous improvement to our employee and customer experience, we **share transformative opportunities** at the DMV.

We hope to provide enough information on the opportunities for the vendor community **to propose innovative solutions** that meet new market demands, customer expectations and employee needs.

Agenda

Overview of Vendor Day

DMV Services and Operations Overview

Previous Vendor Day Contributions

Discuss Six Broad Problem Statements

- Activity Based Costing/Modeling Process Optimization
 - Workforce Communication Platform
 - Service Request Tracking (Paper and Online)
 - Human Capital Management Automation
 - Cash Management Solutions (Smart Safe and similar technologies)
 - <Wildcard> Problems and Solutions
-

Procurement Officer Comments & Next Steps

DMV at a Glance



229

Locations



9800+

Employees



181

Auto Clubs



5,905

Business Partner Sites

36M

Registration Transactions



34M

Driver Licenses/ID Transactions



84M

Total Transactions



DMV Services and Operations

Our Core Functions

Issue Driver Licenses and Identification Cards

Issue Vehicle Titles and Registrations

Promote safety via the Driver Safety Program

Regulate the Motor Vehicle Industry

Our Support Functions

Administrative Services

Budgets, contracts, procurement, HR, facilities, mail, printing

Revenue Collection

\$12.9B

Information Technology Services

Program, installation, and maintenance

Enforcement Services

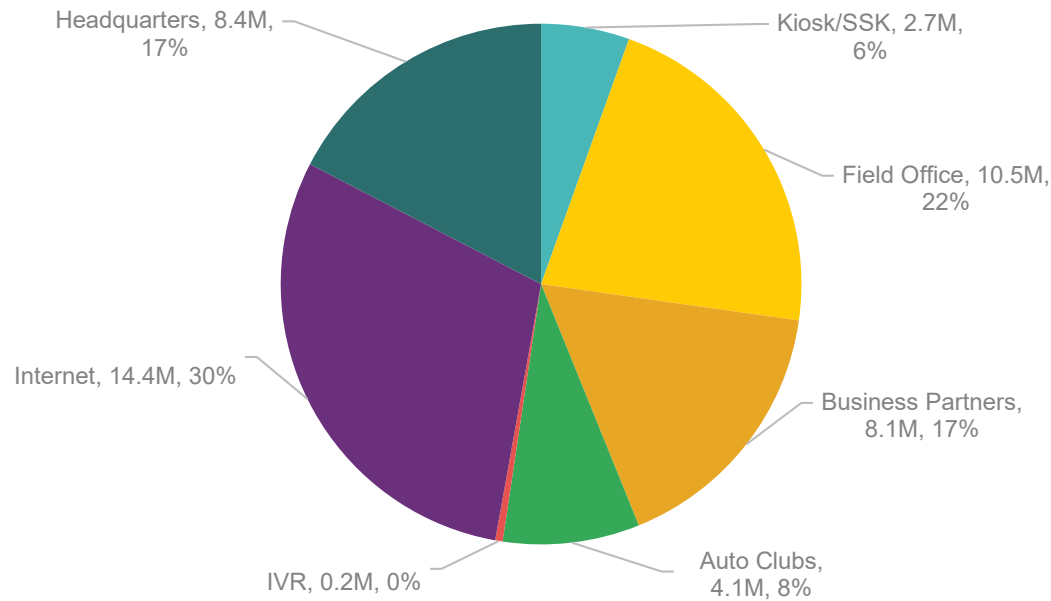
Conducts auditing, monitoring, inspecting, and investigating

Enterprise Risk Management

Independent assessment of risk management, enterprise planning, auditing, and privacy.

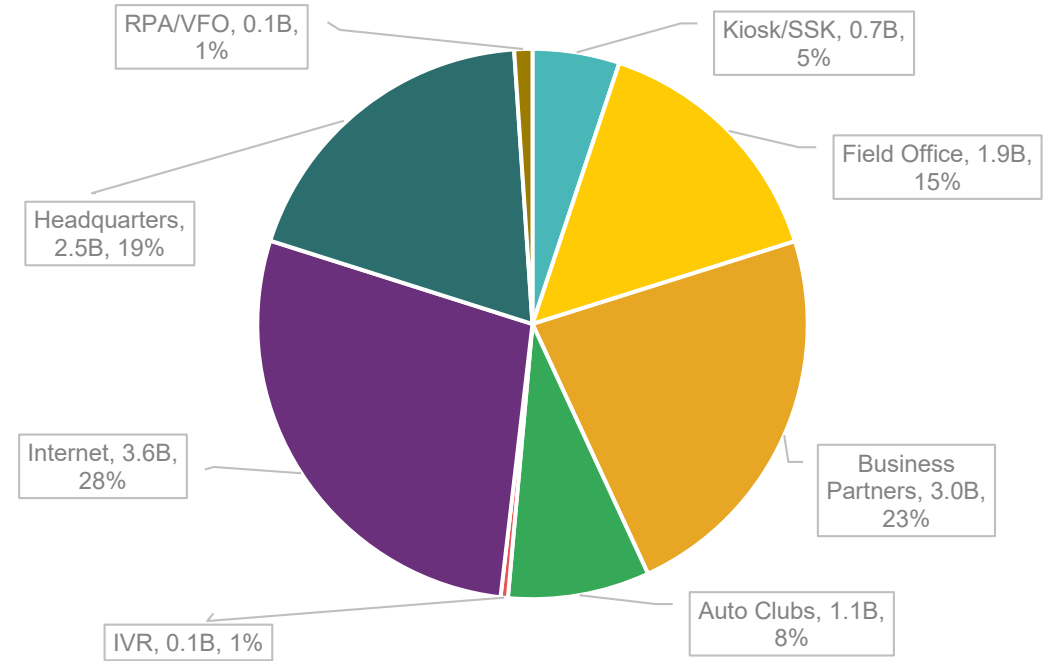
Our Delivery Channels

Transactions by Channel



84M Transactions

Revenue by Channel



\$12.9B in Revenue

DMV Strategic Goals

- Our People
 - Foster a culture of innovation
- Services
 - Add speed and simplicity through digital delivery
- Technology
 - Build flexible and secure systems to enable innovation
- Efficiency
 - Use competitive measures and industry benchmarks to track progress
- Our Customers
 - Become a leader in customer service

What are we up to since the last Vendor Day?

Vendor Day Events

2019

4

Major problem areas



>350

Attendees from 200 vendors



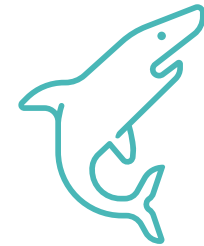
213

Ideas submitted



9

Pitched to Execs and VCs



2020

5

Major problem areas



>325

Attendees from 175 vendors



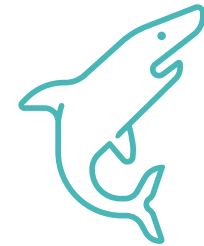
146

Ideas submitted



10

Ideas pitched to State Execs



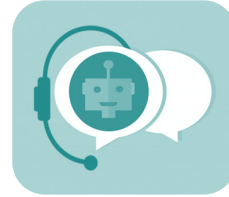
Your ideas in action



Mobile Technician
capturing REAL ID
applications outside of
Field Offices



**AI Based Remote
Proctoring** for Driver
Knowledge Tests



Service Advisor for
DMV to guide customer
on services options and
appointments



Multilingual **Smart
Assistant** in DMV
Contact Center



**Intelligent
Document
Processing**



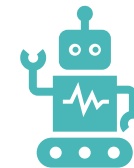
Voice augmented
DMV Online Service
navigation



Virtual Field Office
for assisted
services



Mobile Technician
For Real ID



**Robotic process
automation** of paper
workloads



Workforce
**Scheduling
Optimization**

Outcome Based Transformation

Outcomes for Customers

NEW EXPERIENCE	Achieved By	TRANSFORMING BUSINESS
Improved Online experience	<ul style="list-style-type: none"> Redesigned human-centric navigation Task-based flows through content Identity verification made simple "Mobile first" strategy 	<p>DIGITAL BUSINESS</p> <ul style="list-style-type: none"> Backoffice process optimization via leaning and robotic automation Data driven operational decisions Staff management Business process outsourcing to reduce field office visits <p>LEAN IT</p> <ul style="list-style-type: none"> Self Service Devices and Channels to provide more services outside Field Office Soft Containment of Legacy Architecture Updates Network and Platform Modernization Enterprise Customer Relationship Management
More access channels inside and outside DMV office	<ul style="list-style-type: none"> Human centric design Identity optimization Self Service tablets, kiosks 	
Shorter in-person visits	<ul style="list-style-type: none"> AI augmented document verification More steps outside the field office Reduction in RealD processing steps Utilize wait time for productive work 	
Faster processing in paper channels	<ul style="list-style-type: none"> Robotic automation reduces time to process each transaction Virtual document processing 	
Smaller queues, less crowd	<ul style="list-style-type: none"> Business process outsourcing Business partner empowerment More services via Online and Self Service 	
24x7 support	<ul style="list-style-type: none"> Online Virtual assistant (VR Smart Assistant) 	

Outcomes for Employees/Partners

NEW EXPERIENCE	Achieved By	TRANSFORMING BUSINESS
Quality over quantity	<ul style="list-style-type: none"> Automation augmented tasks Artificial intelligence to support complex activities Push to self-service 	<p>AUTOMATION@CORE</p> <ul style="list-style-type: none"> Backoffice process optimization via leaning and robotic automation Enterprise analytical engine <p>DIGITIZE IT</p> <ul style="list-style-type: none"> Workforce Management Tool Esignature and Workflows Virtual learning platform
Optimized workflows	<ul style="list-style-type: none"> Operations research Process Leaning 	
Data driven process efficiencies	<ul style="list-style-type: none"> Process mining KPIs measurements SLA enforcement Event driven process monitoring 	
Paper reduction	<ul style="list-style-type: none"> Robotic automation reduces time to process each transaction Virtual document processing 	
Workforce management	<ul style="list-style-type: none"> Staff scheduling optimization Staff availability/time reporting Workforce redirection Self Service Learning 	
HR process improvements	<ul style="list-style-type: none"> Electronic document workflows Integrated time reporting 	

Front Office Enablers

Service Concepts	Delivery Concepts		Architecture Concepts	
Customer Relationship Mgmt	Service Oriented Architecture	Scaled "Hybrid" Agile	Intelligent Automation	Custom to COTS
Identity Hub	Test Driven Design	Human Centered Design	AI based Verifications	Blockchain
Entirely Virtual Experience	Business Simulation	Design Simulations	Virtual Assistance	KPI Collection
Transparency Champion	Task Automation	Field Office Queue Transparency	Smart Access Channels	Queuing Optimizaiton

Back Office Enablers

Teams of the Future	Delivery Concepts		Architecture Concepts	
Innovation COE	Technology Change Management	Identity and Data Sharing Agreements	Enterprise Service Bus	Custom to COTS
Architecture Governance	Model Office Testing	End of Life Toolset Roadmap	Cloud Migration	Blockchain
IT Service Mgmt Centric	Legacy "Transition" Roadmaps	Asset Management	Open Data Support	Platform Upgrade Simplification
Industry/Community Alliances			DevOps	Workflow Automation

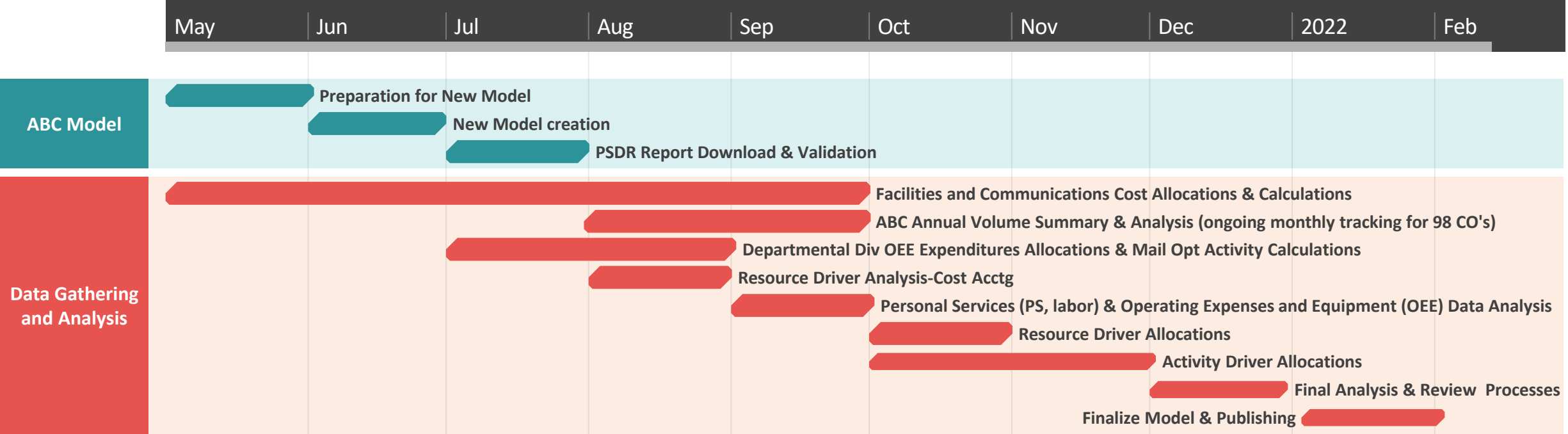
Activity Based Costing/ Modeling Optimization

SG



Activity Based Costing/Modeling Optimization

ABC Analysis Timeline



See slide notes for link to the details of each step

Activity Based Costing/Modeling Optimization

Scope

770

Responsibility centers

13k+

Allocation assignments

540

Activities

98

Cost objects with monthly volume tracking of products and services

5k+

Expenditure line items

91

Users accessing existing ABC technology

6k

Hours spent annually to complete current model (3.5K by Core team)

Activity Based Costing/Modeling Optimization

Problem Statement

The current approach is time-consuming and lacks integration with a time tracking system, workload automation and transaction reports. It is a traditional model that utilizes actual annual expenditures and a predominantly manual process of allocating resources in order to identify activities and cost objects and is at its capacity for tracked activities.

Scope

A **more streamlined**, automated, comprehensive, and robust model. **Improves** data gathering processes from divisions for resource and activity allocations, provides a faster model for the design of detailed activities for cost analysis purposes, and **simplifies** the **allocation** calculation processes and data validation processes with automated calculations built-in for the users.

Desired Outcome

- A solution that is designed to assist the DMV and control agencies in decision making on items such as:
 - Fund appropriations
 - Budget development
 - Reimbursements
 - Cost analysis
 - Workload/resource shifts
 - Provide benchmarking tool
- Implement by December 2022 to meet current software End of Life

Activity Based Costing/Modeling Optimization

Initial thoughts

Ideas being considered

- Considering changing from an Activity Based Costing Model to more lightweight models like Time-Driven ABC and Activity Based Management (ABM).

Constraints

- End of life with current SAP system

Points to Ponder


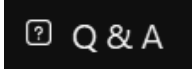
- Ongoing Benchmarking with similar industry use cases
- Needs to integrate with time tracking solution
- Considering Process Mining tools

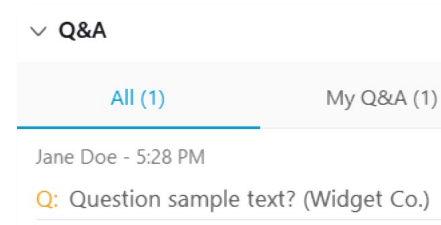
Q&A | Rules of the Road

About Q&A

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- C** Select Send or hit Enter.

Workforce Communication Platform





Workforce Communication Platform

An enterprise view of our workforce

9800+

Employees

10

Divisions

200+

Locations
across the state

2k

Teleworking staff

180+

Memos published
annually

3,680

Employees without email
access

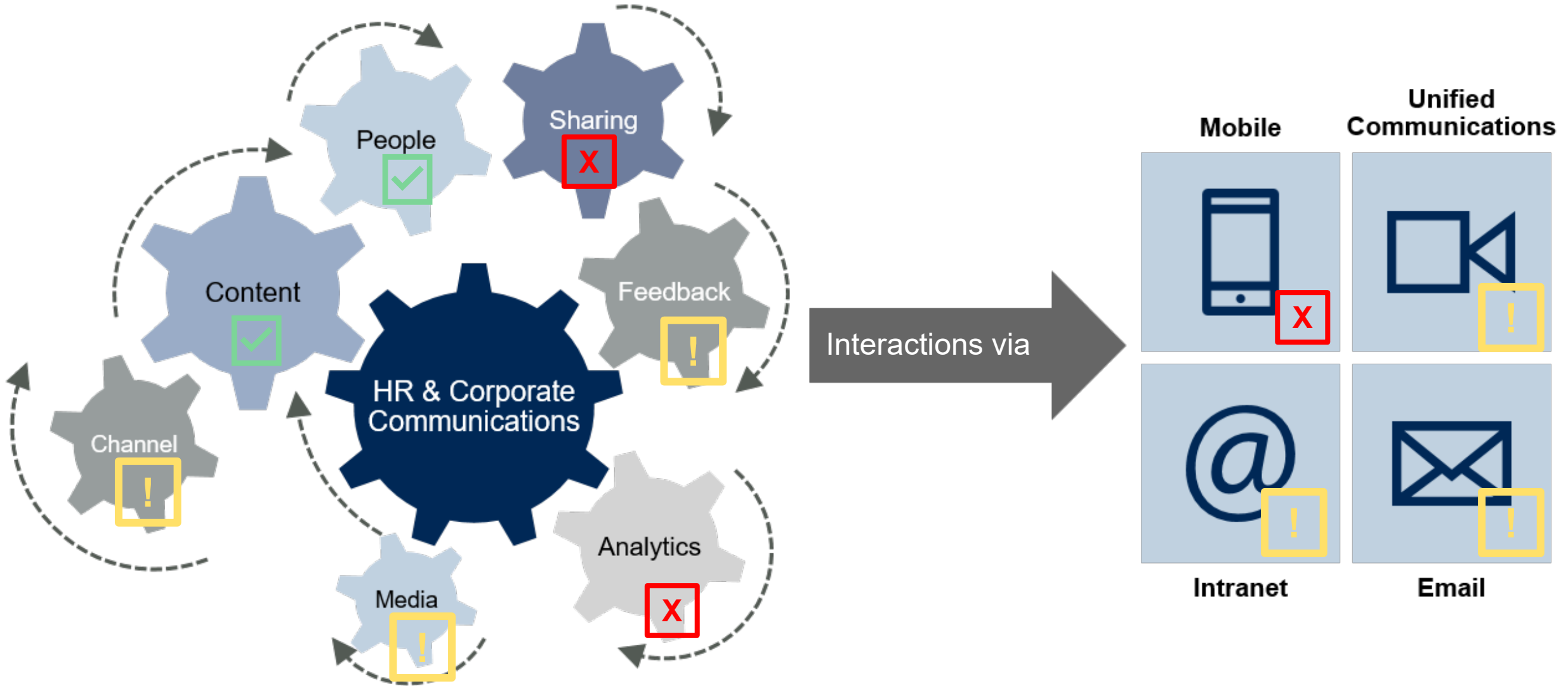
473k

Staff hours annually
spent on training

9.8M+

Intranet visits and
searches

Workforce Communication Platform – Where we are



Workforce Communication Platform

Problem Statement

Currently, many DMV staff do not have access to email and rely on staff meetings and intranet searches for critical updates. The intranet design is lacking and is difficult to search for needed information. This results in our staff not being up-to-date on critical information and contributing to lower employee engagement survey results.

Scope

Create an enterprise-wide social collaboration platform, using Employee Communication Applications/Intranet Packaged Solutions, to improve employee experience and productivity via easier access to information and peer interaction

Desired Outcomes

- Improved information access
 - Link to LMS training offerings
 - Smart content searches
- User Experience improvement for employees
 - Customized and “pushed” content
 - Reminders on obligations and tasks
 - Multichannel
- Employee engagement and productivity tools
 - Campaigns, Recognition, Surveys, Suggestions
 - Record policy acknowledgements
 - Peer to peer assistance and troubleshooting
- Culture of collaboration with control
 - Routine communication for peer to peer and top down
 - Work-related social feed
 - Manage informal collaboration time
 - Enabling affinity groups

Workforce Communication Platform

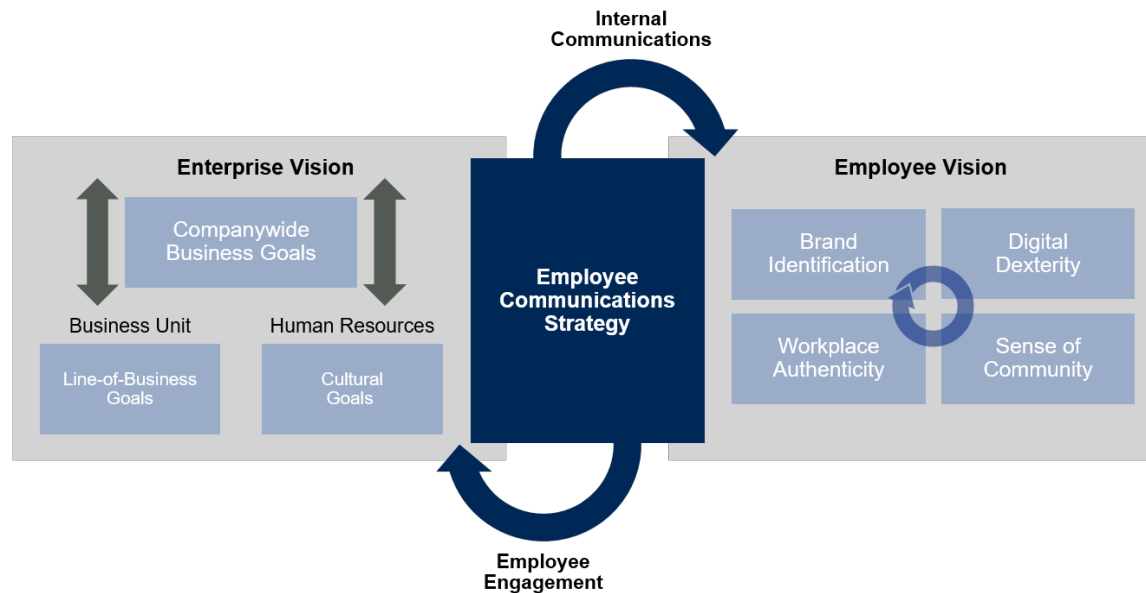
Initial thoughts

Ideas being considered

- An internal social media like platform
- Internal communications as campaigns

Points to Ponder

- DMV staff are dispersed throughout the state
- Over 3k staff do not have email access
- Part of HCM vs Integrated with HCM


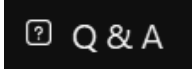


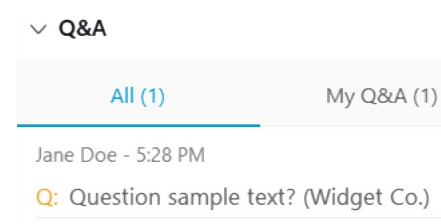
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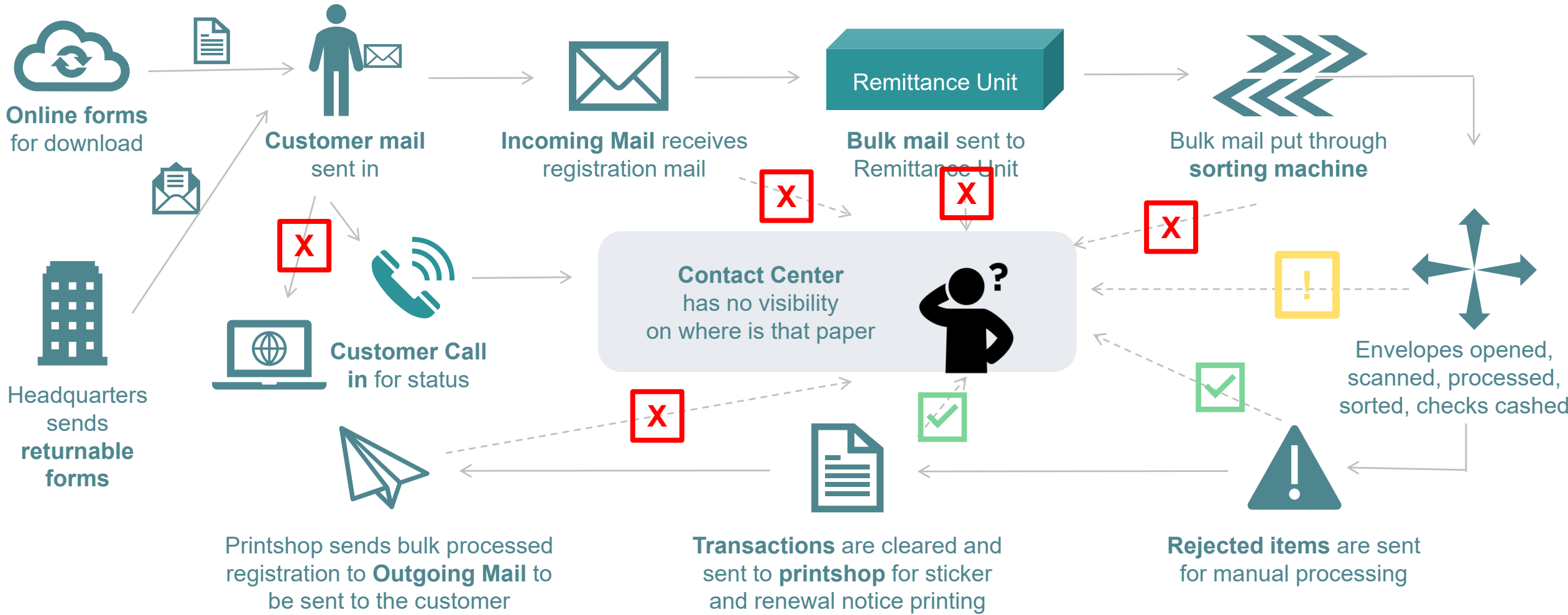
Service Request Tracking (Paper and Online)

AG



Service Request Tracking (Paper)

An Example - Registration Process Flow



Service Request Tracking (Paper and Online)

47M

Outbound mail with return envelopes for registration and licensing transactions

7.5M

Incoming mail volume for registration and licensing transactions

1.3M

Calls per year for status updates on registration and licensing transactions (8.7% of all calls)

50%

Of registration calls (850K) are to track their registration forms and get processing time information

30%

Of registration calls are to track when customer will receive product in the mail

40%

Of licensing calls (410K) are to inquire about transaction processing time

Service Request Tracking (Paper and Online)

Problem Statement

Currently, the Driver License/Identification and Vehicle Registration Master database does not contain information that can be used to provide customers an accurate tracking status of their DMV transactions. Many calls to Contact Centers and field office visits are due to this limitation which results in creating hardships for DMV's customers.

Scope

The Department of Motor Vehicles is seeking a robust, streamlined and automated solution to track paper-based and online transactions throughout their processing stages for our constituents.

Desired Outcomes

- Real-time transaction status updates for customers
- Solution will be used to track online transactions as well

Service Request Tracking (Paper and Online)

Initial thoughts

Ideas being considered

- Outgoing mail tracking with USPS

Points to Ponder


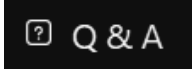
- Many items to be tracked have unique barcodes
- Real-time status updates would need to populate in customers' online DMV account as well as notify by text and email

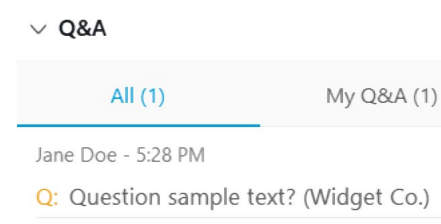
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Human Capital Management Automation

SG



Human Capital Management Automation

9,800+

Total positions

200+

Locations
across the state

12%

Vacancy Rate

900

Approximate number of
employees above
retirement age

90

Approximate number of
separations per month

43

Average age at
separation

9

Average years of service
(at separation)

108

Average number of days
to hire a “straight refill”

Human Capital Management Automation

Problem Statement

Human Resources staff are working with manual and often inefficient and ineffective processes. HR does not have true position control and suffers from a lack of ability to correctly track positions and appropriately connect criteria to position numbers. HR also lacks many self-service capabilities including digital forms, workflow, and tracking.

Scope

DMV seeks to reduce processing time for human resource activities utilizing automation to sync many disjointed processes and systems into a single human resource management system delivered on any device.

Desired Outcomes

- HR compliance
- Improved productivity and efficiency
- Improved employee experience
- Improved reporting functionality
- Automated intake and processing
- Seamless integration with multiple internal and external applications

Human Capital Management Automation

Initial thoughts

Ideas being considered

- In-house electronic recruitment solution
- Use of “bot” technology to re-key data to a variety of systems
- Front end band-aids

Points to Ponder

- Immediate need to act
- Current processes are manual and often include desktop tools (i.e. spreadsheets)
- Transactions must interface with SCO, CalPERS, Oracle, Fi\$Cal etc.
- Time tracking implementation in progress
- Payroll solution is not needed
- IT onboarding solution in progress

Priorities


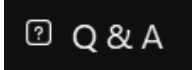
1. Position Control
2. Onboarding/Offboarding
3. Appraisal Tracking
4. Succession/Workforce Planning
5. Self Service
6. Service Tracking
7. Case Management
8. Employee Engagement
9. Enrichment
10. Recruitment

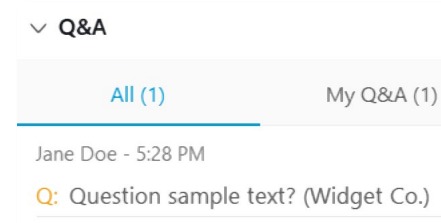
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Cash Management Solutions

(Smart Safe and similar technologies)

CR



Cash Management Solutions

(Smart Safe and similar technologies)



192

Total field offices



20 Offices in rural areas that are not accessible to armored services

\$4.6M

Average daily total of cash and checks received (4k checks)

Cash Management Solutions

(Smart Safe and similar technologies)

Problem Statement

The California Department of Motor Vehicles (DMV) is seeking a cash management solution to replace or reduce the current need for armored car and courier services, and a streamlined solution to the daily bank deposit and change services for the DMV field offices in 2022.

Scope

An advanced technological solution that offers the automation of cash management to modernize the daily bank deposit processes and to provide an efficient and secure way for field offices to handle the daily cash and check collections.

Desired Outcomes

- Safe repository for cash, coins and checks
- Accurate and automatic banking deposits
- Daily reconciliation reports
- Change withdrawals
- Automatic cash counting
- Provide complete audit trail with receipts.



Cash Management Solutions

(Smart Safe and similar technologies)

Initial thoughts

Ideas being considered

- Smart Safe

Points to Ponder


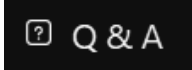
- The solution must allow DMV to transmit checks and cash to the bank electronically for deposit, crediting DMV accounts the next day.
- The solution must have the ability to identify the individual performing the deposit/change process.
- Dishonored checks

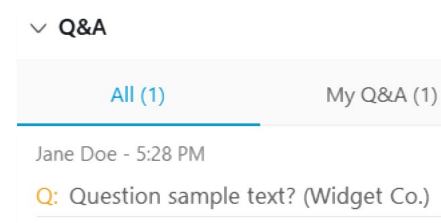
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Wildcard



Wildcard:


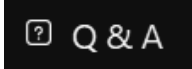
- Clearly identify an opportunity for improvement that you as a DMV customer and business partner have experienced in California or another location
- Submit your solution to make the improvement. Proposed solution may have been implemented in another State or another industry
- Demonstrate the value to the state by using the solution (ROI, TCO, NPS etc..)

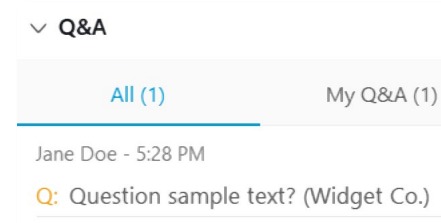
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In Closing

After today's session

- Submit narrative responses online to our problem statements or the wildcard entry
- Links to the session content and URL for the online submission will be posted by COB Today
- Submissions are due in two weeks on March 3, 2022
- Selection/Screening will be done for relevance, executability and viability
- Vendor Pitch Day is for vendors to demonstrate their concept/solution
 - Qualified/Selected vendors will be notified on the week of March 24, 2022
 - Pitch day will be hosted in early April, and vendors will have 15 minutes to pitch their idea/solution plus 10 minutes for Q&A
 - Ideas will be presented virtually to State executive team and staff
- Post session questions may be submitted to the Q&A section at [Submission Portal](#)



Vendor Submissions Process

Let's take a quick tour of the process to submit a solution for the topics discussed today.

[Submission Portal](#)

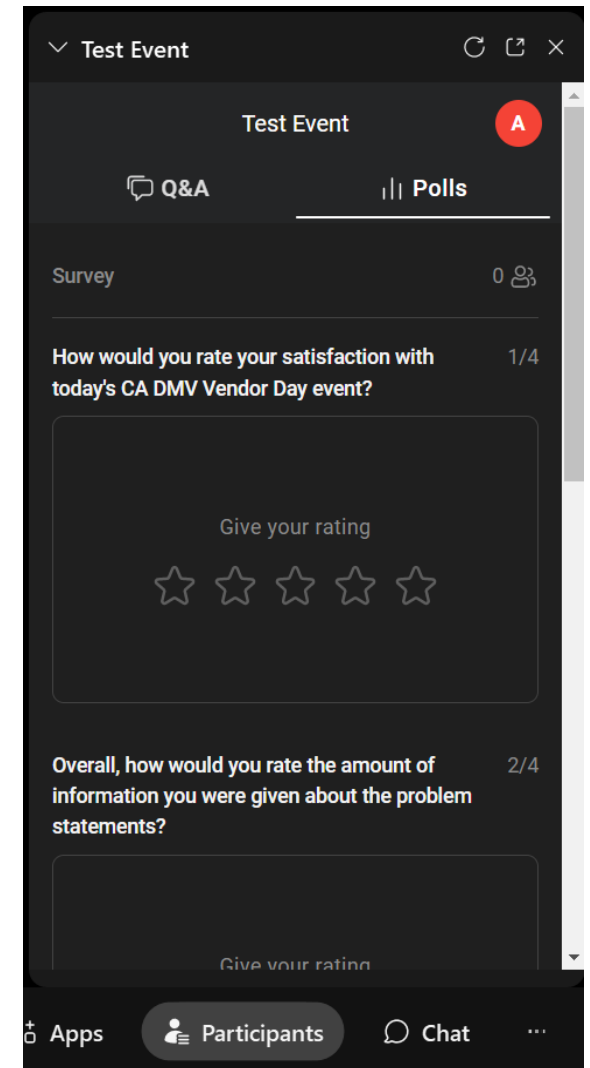
Survey

Thank you for joining us today!

A survey should now be displayed within the Slido panel to the right of your Webex window.

Please take a moment to answer these few short questions to help us improve our future events:

1. How would you rate your satisfaction with today's CA DMV Vendor Day event?
2. Overall, how would you rate the amount of information you were given about the problem statements?
3. Are you likely to participate in CA DMV Vendor Day in the future?
4. What, if anything, could we improve for the next CA DMV Vendor Day?



slido



Vendor Day 2022 Attendee Survey

ⓘ Start presenting to display the poll results on this slide.



Thank you for joining us today!