AM

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.

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DMV's Digital Transformation Journey

DMV Vendor Day 2022

WebEx Event

2/17/2022

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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

Bernard Soriano

Deputy Director
Registration Operations
DMV

Robbie Crockett

Deputy Director
Administrative Services
DMV

Anita Gore

Deputy Director
Office of Public Affairs
DMV

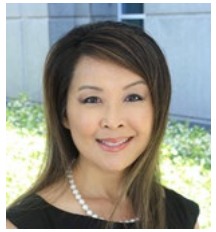
Tiffany Angulo

Deputy Director
Statewide Procurement
Department of Technology

Meet the experts

Kathleen Chaussee

HR Chief, DMV



Jeannie Cheung

Accounting Chief, DMV

Gavin Bhakta

IT Manager, DMV

Lee Scott

Chief Budget
Officer, DMV

Hon Yue

Accounting
Manager, DMV

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Welcome!

Meet the event team

Erica Soule

Vendor Day Lead

DMV

Jay Nath

Co-CEO & Founder

City Innovate

Kamran Saddique

Co-CEO & Founder

City Innovate

Amber Moore

Executive Director, Client Services

LIFT

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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.

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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

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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

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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.

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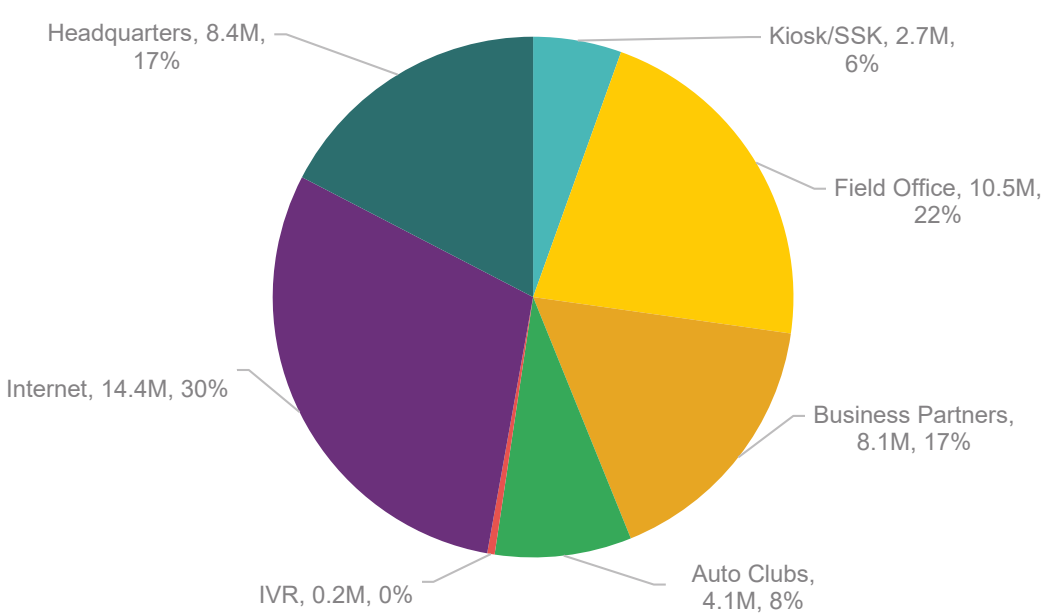
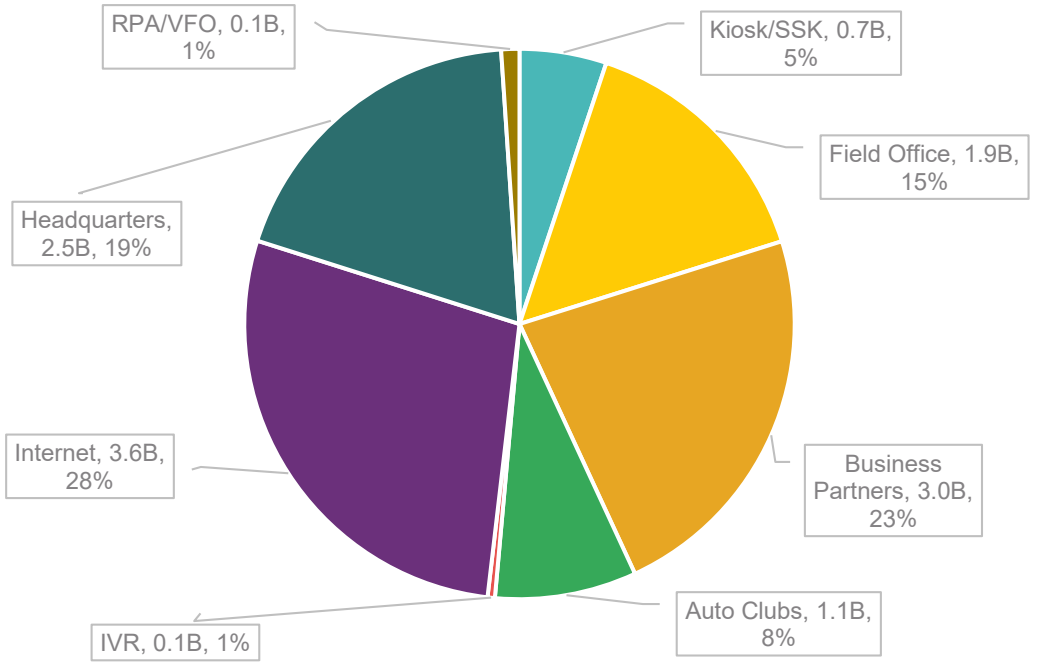
Our Delivery Channels

Transactions by Channel



84M Transactions

Revenue by Channel



$12.9B in Revenue

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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

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What are we up to since the last Vendor Day?

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Vendor Day Events

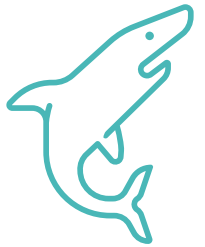
2019

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

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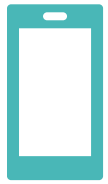
Your ideas in action



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

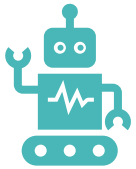
Multilingual **Smart Assistant** in DMV Contact Center

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**

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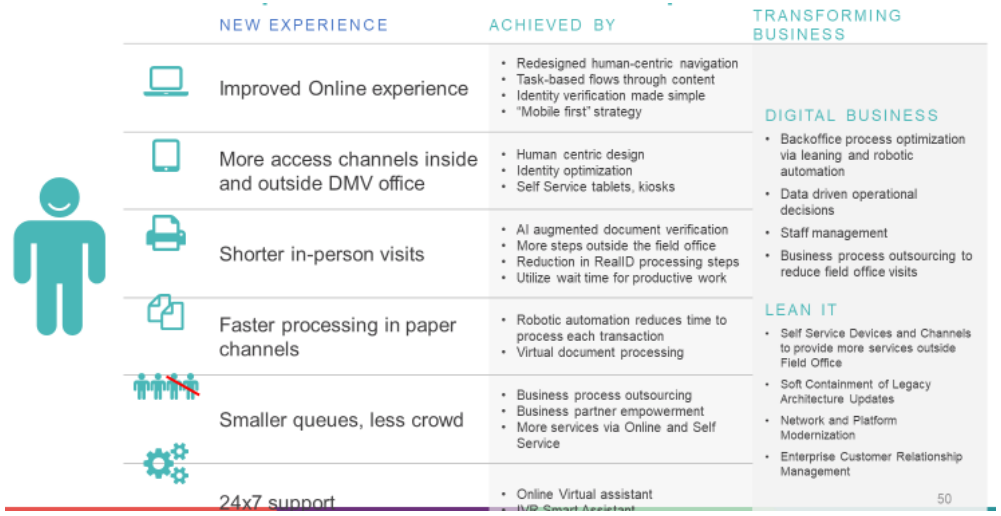
Outcome Based Transformation

Outcomes for Customers



Outcomes for Employees/Partners

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

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Activity Based Costing/ Modeling Optimization

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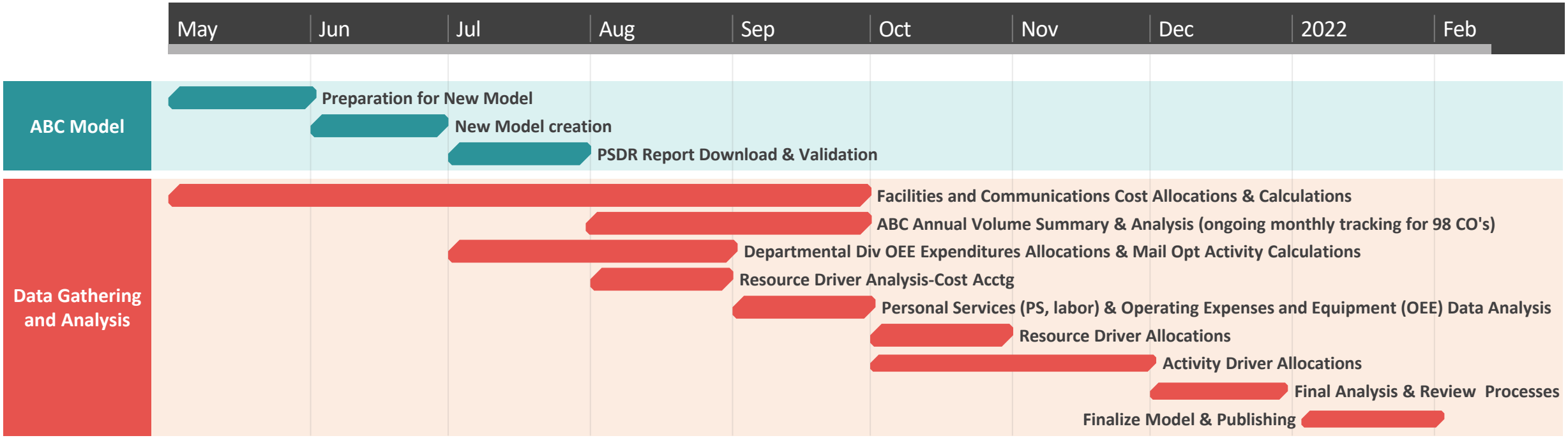
Activity Based Costing/Modeling Optimization

ABC Analysis Timeline



See slide notes for link to the details of each step

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Activity Based Costing/Modeling Optimization

Scope

770	13k+	540	98
Responsibility centers	Allocation assignments	Activities	Cost objects with monthly volume tracking of products and services

5k+	91	6k
Expenditure line items	Users accessing existing ABC technology	Hours spent annually to complete current model (3.5K by Core team)

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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

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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

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Q&A | Rules of the Road

About Q&A

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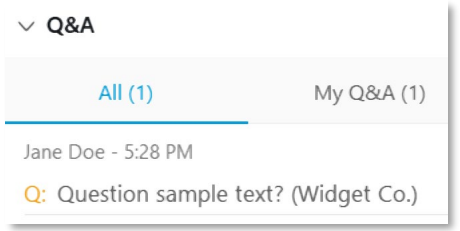

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Workforce Communication Platform

CR

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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

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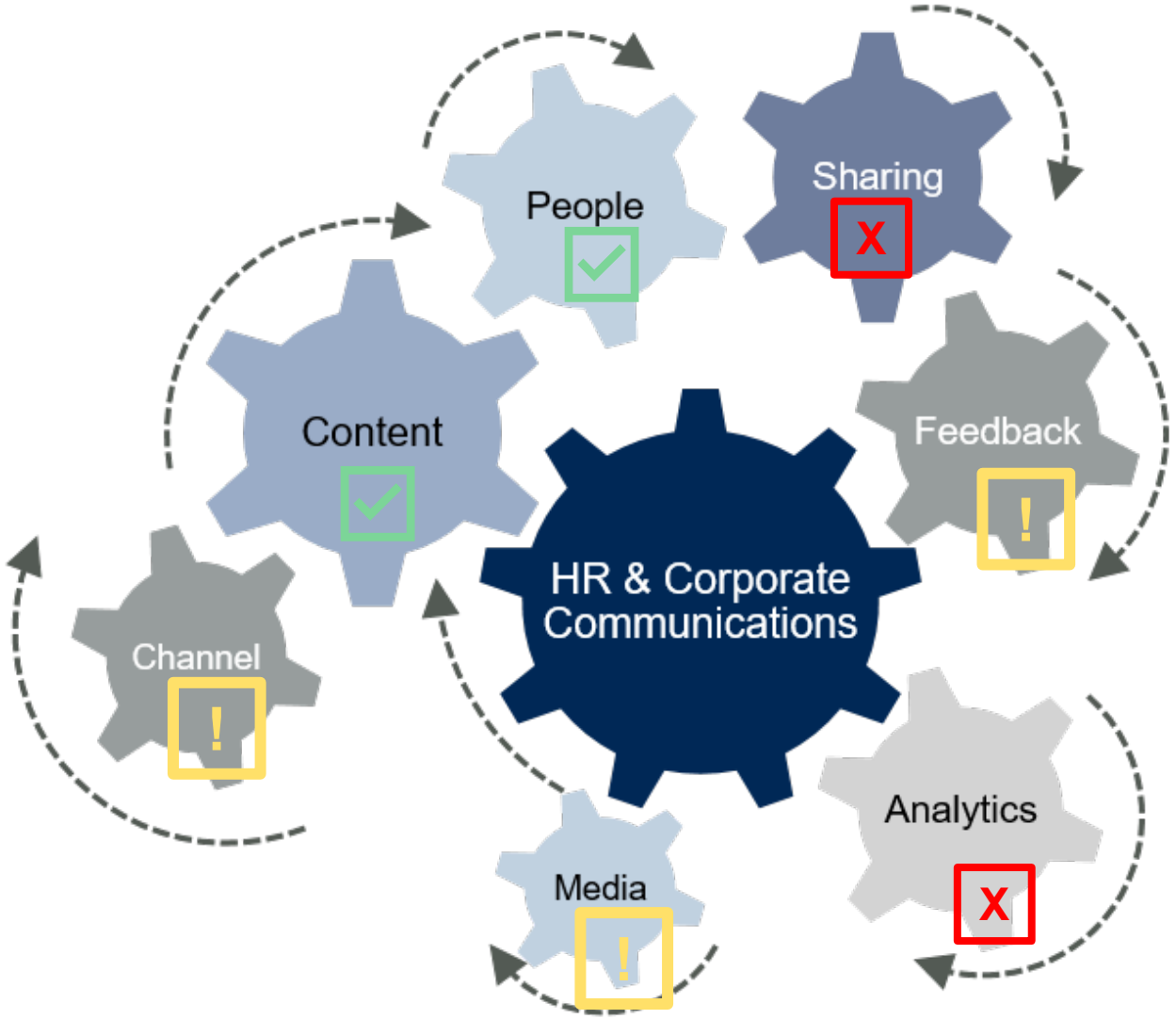
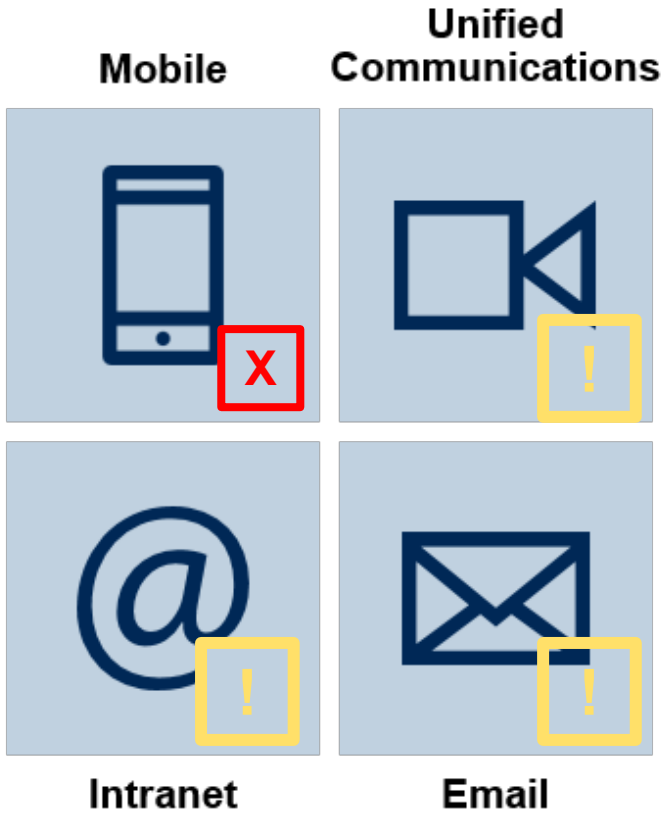
Workforce Communication Platform – Where we are



Interactions via



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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

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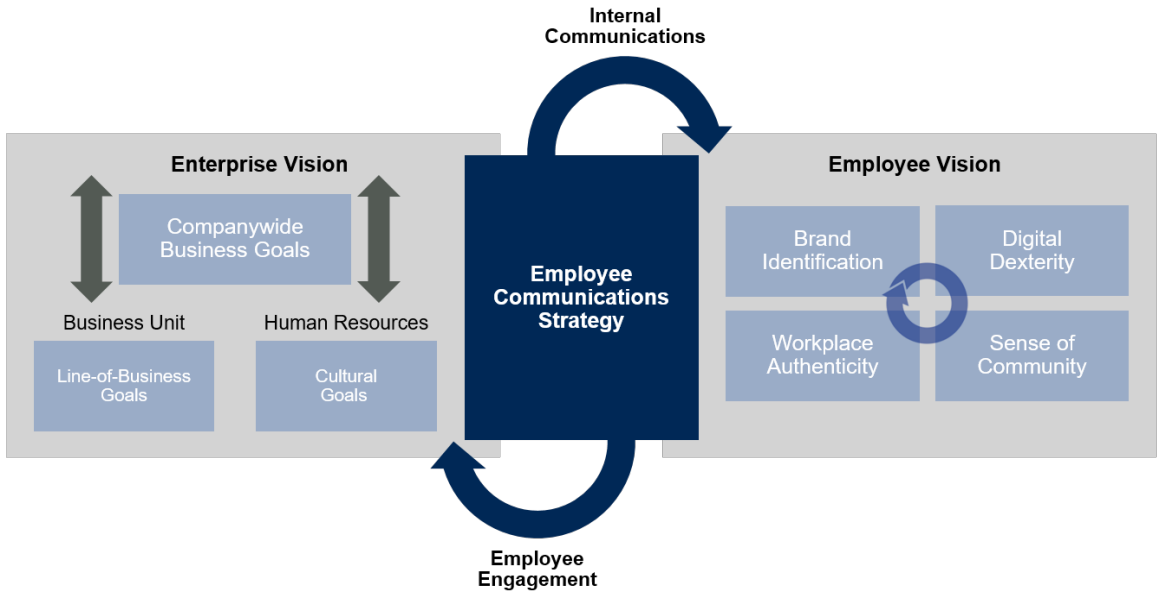
Workforce Communication Platform

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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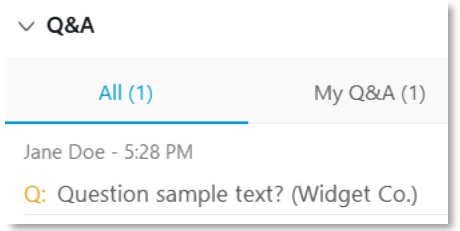

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Service Request Tracking
(Paper and Online)

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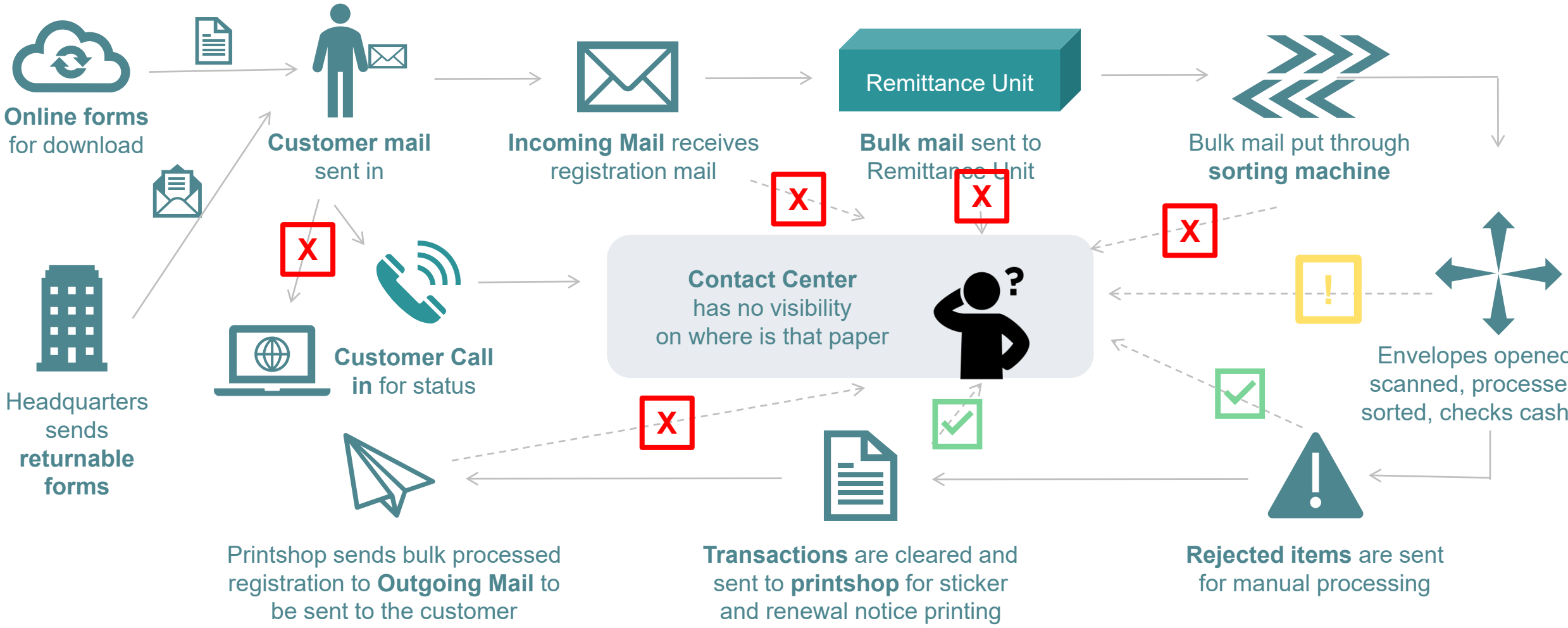
Service Request Tracking (Paper)

An Example - Registration Process Flow



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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

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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

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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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Q&A | Rules of the Road

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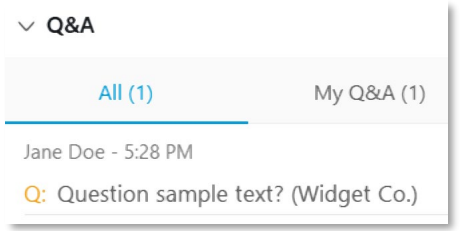

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Human Capital Management Automation

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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”

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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

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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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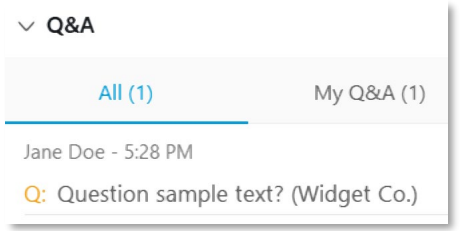

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Cash Management Solutions
(Smart Safe and similar technologies)

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Cash Management Solutions
(Smart Safe and similar technologies)

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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)

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Cash Management Solutions
(Smart Safe and similar technologies)

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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.

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Cash Management Solutions

(Smart Safe and similar technologies)

Initial thoughts

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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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Q&A | Rules of the Road

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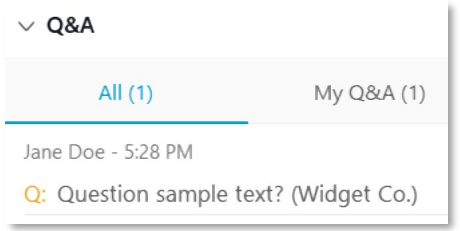

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Wildcard

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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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Q&A | Rules of the Road

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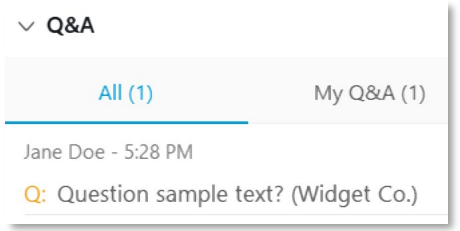

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TA

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

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JN

Vendor Submissions Process

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

Submission Portal

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ES

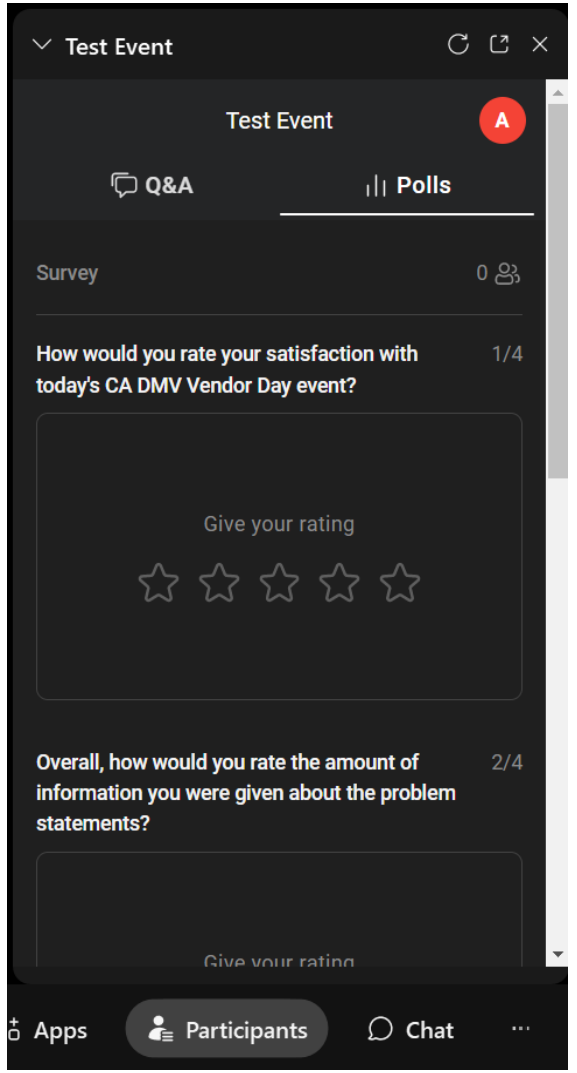
Survey

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?



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slido

Vendor Day 2022 Attendee Survey

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

SG

Thank you for joining us today!

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