



To: Ana Matosantos, Cabinet Secretary, Office of Gov. Gavin Newsom
From: Marybel Batjer, Secretary of Government Operations Agency
Subject: DMV Strike Team
Date: March 28, 2019

This memo is to update you on the status of the California Government Operations Agency's DMV strike team, which Governor Gavin Newsom established in January. The strike team's objective is to begin the work of significant change and reinvention for this important public-facing State agency. In order to create the DMV of the future, the strike team is already making progress towards delivering services to people in the way they want them – easy, effective, and accessible.

Californians deserve timely, reliable and professional service from the DMV. In less than 90 days since the strike team's inception, efforts have been initiated to enhance and modernize the departments operations, customer service and governance structure.

Still, more work remains to meet Governor Gavin Newsom's goal of comprehensively modernizing and reinventing the DMV. Below we have outlined the strike team's efforts to date. Many of these initiatives track closely with investments that will be made in the department via the state budget process.

I. Overview of efforts

One of the key issues facing the DMV is the increased workload brought on by stringent federal identification requirements to get a Real ID, which requires a visit to a DMV field office. In addition, the DMV has also been tasked with the responsibility of Motor Voter opt-out requirements, greatly increasing the workload for DMV staff.

In response to Governor Newsom's call to reimagine the DMV, the strike team has launched a series of efforts to streamline and enhance services to Real ID customers and begin DMV's transition to a user-centered culture for customers and the employees who serve them.

These changes are essential if DMV is to meet its most immediate challenge: successfully meeting increased demand for Real ID driver licenses before the October 1, 2020 federal deadline without a significant surge in wait times.

The strike team's first steps included extensive interviews with the DMV executive team, a review of the department's IT capacity and forming an enterprise view of various customer-facing actions already underway. The strike team, in tandem with DMV executives, has also interviewed companies that may be able to augment DMV efforts to improve Real ID transactions, allow for credit card payments in the field offices, add additional self-service terminals, and enhance customers' online experience.

II. Real ID

More stringent federal identification requirements make the process of issuing Real IDs more complex, take more time, and for the unprepared customer, can result in the need for multiple DMV office visits. The strike team is focusing on better preparing customers and putting the priority for outreach on those who must have a Real ID, namely, those who fly or need to access secure federal buildings.

Improvements made to simplify and speed Real ID issuance will help create the conditions for broader cultural change within the department that will transfer to many other processes within DMV well beyond Real ID.

DMV already has seen the portion of Real IDs climb as a percentage of driver licenses issued, accounting for 43.1 percent of overall driver license volume in January 2019, up from 13.6 percent from January 2018. Real ID volume is expected to more than double to more than 6 million a year as the deadline approaches.

More options: Reducing avoidable visits to the field office is key to managing wait times. As part of this strategy, the strike team is working with DMV to bring the field office to the customer, working with a major California company to pilot a "pop-up" DMV office in April. This way, with advance notice and coordination,

employers could prepare employees to pull together required documents and bring them to work on a designated day, enabling employees to complete the entire application process at their work location. In addition, DMV is in talks to pilot an information center at Sacramento International Airport and expand to the other major airports in California.

Public Awareness: Of great concern to the strike team is that Californians who need to renew their license by October 1, 2020 are unaware that they will need to visit a field office to obtain a Real ID and the documentation they must present in order to comply with the federal requirements. The strike team is working on an outreach campaign to inform Californians about the need for Real ID and the proper documentation to bring to an appointment. It will also highlight other ways to complete DMV transactions without going to a field office.

Better Prepared: To improve customer preparedness for applying for Real ID, the strike team and DMV are establishing a demonstration project for the Real ID process. The project would allow DMV customers to upload and store required documents before coming to the field office or while waiting in line. The goal is to ensure that the customer has a complete application and required documentation when visiting a field office and that the process can be completed quickly, avoiding return visits. The field office technician would only need to verify the customer's documents. This could significantly improve transaction times.

Process Improvement: Separately, at the request of the strike team, DMV issued a Request for Offer (RFO) in early February for non-IT consulting services with the goal of streamlining the Real ID process. Based on user research, the consultant will undertake a series of design sprints focused on improving DMV's communication around Real ID; improving training to prepare field office technicians for increased Real ID demand, and developing better field office customer flow strategies. As part of each sprint, the consultant will assess the current states, prioritize improvement ideas, then plan and prototype new approaches for improved results. The consultant, working with DMV staff, will integrate learnings from the sprints into a cohesive strategy for meeting greater demand for Real IDs without increasing customer wait times. The five-month contract started this week and will begin to deliver results in June and July.

Staffing: The strike team and DMV also will be assessing after-hours and weekend kiosk use by location as it considers next steps for evaluating where Saturday hours at field offices add the most customer value. The expected summer surge will be handled with increased temporary and permanent staff and expanded hours at many DMV field office locations.

Training: The DMV relies on its field office staff to be the department's face to the public, but needs to do more to train and equip them to meet the public's expectations. Current training, including methods and related materials are inadequate and outdated, a finding shared by the strike team and OSAE auditors. The strike team will be working with senior management at DMV to modernize and enhance training. The strike team is also exploring the idea of a "Training Stand Down" day, where all DMV field office staff will simultaneously receive enhanced training on Real ID and customer service.

III. Customer experience

Offering customers more options to conduct their non-Real ID business enhances the customer experience and reduces the need to visit a field office, freeing up field office time and staff for transactions that can only be done there. These include enhancing online and call-center options and increasing both the number and functionality of self-service terminals, or kiosks.

Credit Cards: The strike team assessed perceived barriers to credit card use, including security and privacy issues. The strike team and DMV then interviewed a series of vendors who could supply part or all of an end-to-end solution for installing credit card services in field offices. Solving this issue has been a high priority and the strike team expects to implement the Governor's charge of having credit cards in field offices this year. The strike team and DMV released an Invitation to Negotiate for bidders to respond to in order to have credit cards in the field offices before the end of the year.

Online: The strike team is working on short-term improvements to the DMV website to make sure people can easily find the information they need and conduct their transactions smoothly. Content can be optimized with the goal of handling more services online for customer convenience and to draw off volume from field offices, as well as to prepare customers who must go to field offices for a short and successful visit. The strike team is also going to look at a full scale overhaul of the DMV website

Call Centers: The strike team engaged the Franchise Tax Board to thoroughly review and evaluate the DMV's call center practices and make recommendations for process improvements. This review will help the DMV improve their operations and lower hold times. Additionally, the strike team is looking at adding more capabilities such as chatbots, live chat, as well as the ability to process more routine transactions by the phone technicians.

Remittance and Mailroom: The strike team is working with DMV to review and enhance these systems to speed turnaround times and reduce errors. An independent assessment will be pursued.

Kiosks: Self-Service Terminals, or kiosks, presently handle vehicle registration renewals, issuing registration cards and plate stickers. This offers customers a way to avoid the lines at field offices and, in many places and conduct after-hour renewals. The strike team wants to make sure the marketing for the kiosks is robust enough to let customers know where they are and what they offer. In December, the DMV added four related services: submitting an affidavit of non-use of a vehicle; removal of such an affidavit; submitting proof of insurance and payment of a registration suspension reinstatement fee.

Currently, kiosk distribution is limited -- just 70 in field offices and 82 in retail and other non-field office locations. Addressing this, the strike team is working with the DMV to add 100 new kiosks by this summer and another 100 by the end of the year in strategic locations.

At the same time, the strike team would like to add more services to the kiosks. For example, the ability of kiosks to issue a replacement driver's license would save thousands of field office visits a year, as one million Californians lose their licenses annually.

IV. Management

Key Vacancies: The Strike Team worked with the Governor's office to launch a search for a permanent director of the DMV this week. The search focuses on the need for a visionary and pragmatic director to serve all Californians.

The department will seek qualified applicants to fill important management vacancies in a number of key management positions including leadership and customer-centered process redesign. These roles are essential to the cultural transformation required to create a customer-centered organization.

The strike team very much appreciates the generous and collaborative spirit it has found at DMV and the ready cooperation of DMV employees with whom it is working.

As we move ahead, the strike team will continue to assess and analyze processes and operations to continue to create the DMV of the future.