



IMPROVING THE DEPARTMENT OF MOTOR VEHICLES

An overview of the strategic investments being made by the Department of Motor Vehicles in response to preliminary recommendations made by the Strike Team established by Governor Gavin Newsom and the findings from the recent Office of State Audits and Evaluations' Performance Audit

Work Action Plans
April 23, 2019

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Executive Summary

Over time, the Department of Motor Vehicles (DMV) increasingly has struggled to meet the public's needs in field offices, on its website, through the use of self-service terminals (kiosks), and via phone calls. In response to a Performance Review Audit by the Office of State Audits and Evaluations and assessments made by the Government Operations Agency's DMV Reinvention Strike Team, the DMV has requested current year funding totaling \$46.4 million through two Joint Legislative Budget Committee requests and \$225.9 million in 2019/20, \$13.1 million ongoing, through a Spring Budget Change Proposal.

These requested resources will enable implementation of a number of critical strategic improvements that will begin reinventing the DMV as a more effective, customer-friendly department. Approval of each funded strategy is critical to the long-term success of the DMV and will stop the downward trend of inconsistent and outdated customer-facing services.

To further support the proposals that have been put forth for legislative consideration, and in response to specific requests for additional information about each proposed strategy, the DMV has developed this Implementation Strategy, augmented by specific action plans. Each work action plan contained herein provides specific details regarding the assigned personnel responsible for implementation, expected deliverables, metrics to be tracked, and timelines. Where applicable, additional information and funding methodology is provided, further justifying the requested level of resources.

Additionally, throughout the entire development of the proposed strategies, the DMV worked closely with the Department of Finance to ensure the Motor Vehicle Account (MVA) would retain a healthy fund balance. During the implementation period of the work action plans, all of which will improve the DMV in positive ways, the MVA will retain an appropriate fund balance of at least \$100 million. This fund balance is bolstered by various actions that reduce the draw on MVA funds (e.g. passing on credit card transaction fees to customers similar to other state departments and suspending for five years the pension loan repayments and the annual Budget Act transfer associated with the non-Article XIX revenues).

The DMV recognizes that implementation of each work action plan will require focus, strong leadership, a well-trained staff, and consistent monitoring of departmental operations through internal processes and external oversight. As such, this implementation strategy outlines specific accountability measures that demonstrate the DMV's commitment to transparency and being good stewards of the public's tax dollars. The accountability section of this report includes legislative reporting and engagement, internal controls of resource allocations and staff deployment, and a discussion regarding the development of a comprehensive Corrective Action Plan that addresses findings in the OSAE Performance Review Audit.

Ultimately, the successful implementation of all the strategies discussed herein will vastly improve the performance of the DMV and will go a long way toward increasing customer confidence in the Department. Through improved customer service; better access to services through new payment and communication channels; and improved operations, governance and training, the DMV will achieve positive outcomes that can be sustained and measured and will meet the expectations of the Legislature and all Californians.

Introduction

As evidenced by multiple news reports and recent program reviews and audits, the Department of Motor Vehicles (DMV) has seen a significant increase in customer concerns that reflect problems with fundamental operational processes and information technology. Most recently, the Department faced challenges implementing REAL ID, keeping a stable technology infrastructure, and effectively managing and ensuring staff development while balancing increasing expectations from the public to receive superior customer service.

The task to modernize a century-old organization while ensuring that DMV continues to provide quality service to all Californians is no small undertaking. The Department must continue implementing new programs such as Motor Voter and manage the increased workload brought on by stringent federal requirements to get a REAL ID, which requires a visit to a DMV field office. This has greatly increased the workload for DMV staff. The DMV began issuing REAL IDs to its customers in January 2018. Within six months, DMV customers began experiencing wait times exceeding two hours on average.

System outages across the state further increased long waits, prompting an audit from the Department of Finance. Audit findings proposed several actions and recommendations the DMV can use to enhance the field office customer experience and the information technology system that impacts field office operations. In response to legislative inquiries about the request for additional resources, the DMV has put together an Implementation Strategy to outline the current efforts and introduce new approaches to address the audit findings.

DMV recognizes that the public's view of its current operations is not favorable. When compared with other customer-focused businesses and public agencies, customers are aware they are not receiving the level of service the Department's strategic plan outlines. Having customers wait for more than an hour to receive services in-person is simply unacceptable.

The Implementation Strategy as proposed by the Department through a) Joint Legislative Budget Committee Letters requesting current year resources totaling \$46.4 million and b) Budget Change Proposals submitted in the Spring of 2019 requesting 2019/20 resources totaling \$225.9 million and \$13 million ongoing in 2024/25, collectively reflects various strategies designed to address observations and recommendations from the Government Operations Agency DMV Reinvention Strike Team and the recently completed Performance Audit by the Department of Finance's Office of State Audits and Evaluations (OSAE). These individual plans generally fall within the following three strategic areas:

- **Customer Service and Service Delivery**
- **Workforce Development and Change Management**
- **Information Technology Improvements**

The DMV is investing time and resources within each of these areas, and has created a series of work action plans to implement each strategy and improve the Department's performance. Each of the divisions of the DMV is working collaboratively to improve the core systemic problems customers experience at the DMV on a daily basis. Current efforts already are beginning to address the issues while additional, more extensive solutions are being proposed in this Implementation Strategy.

All Californians deserve to have an agency that works for them and values their feedback. They deserve timely, reliable and professional service. Because visiting the DMV is inevitable for nearly all Californians, it is the duty of every DMV employee to serve the public to the best of their ability and provide consistent, superior customer service. And it is also our duty to ensure we have the people, the processes, the tools and training in place to meet the current need and exceed expectations.

DMV Background

The mission of the DMV is to serve and protect the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry. Its vision is to be "a trusted leader in delivering innovative DMV services." The Executive Office, which includes the Equal Employment Office, Legislative Office, and the Office of Public Affairs, is working toward these goals in collaboration with DMV's nine divisions. The nine divisions include:

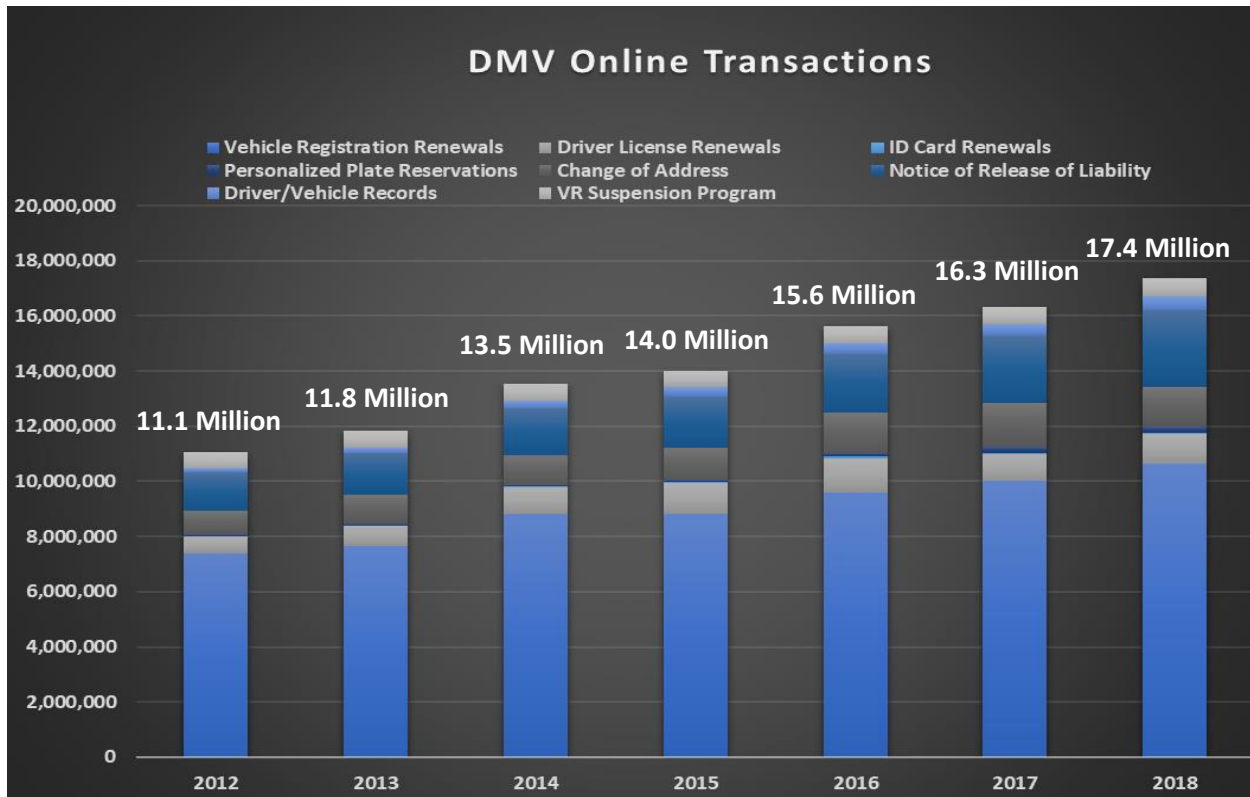
- **Administrative Services (ASD)**—ASD is responsible for directing administrative functions and employee services including budgetary and fiscal management, contracts development and procurement processes, human resources management and labor relations, development and delivery of training programs, facilities and properties management, mail operations and printing services, inventory materials management, and fleet management.
- **Communication Programs (CPD)**—CPD is responsible for administering customer service programs. They are also the departmental liaison with the courts, law enforcement, district attorneys, parking, and toll authorities, and government agencies that access and update driver license and vehicle registration information on the Department's databases.
- **Enterprise Risk Management (ERM)**—ERM is responsible for providing an independent assessment of DMV's strategic, operational, technical, compliance, and privacy risks.
- **Field Operations (FOD)**—FOD is responsible for processing applications for driver licenses, identification cards, and vehicle registrations, issuing several varieties of license plates and other indicia, and offering special services for select groups within the local community (senior citizens, etc.).
- **Information Systems (ISD)**—ISD is responsible for implementing the Department's Strategic Information Technology Plan and establishing and

maintaining the information technology operational policies and systems to ensure the DMV's business and information technology strategies are integrated.

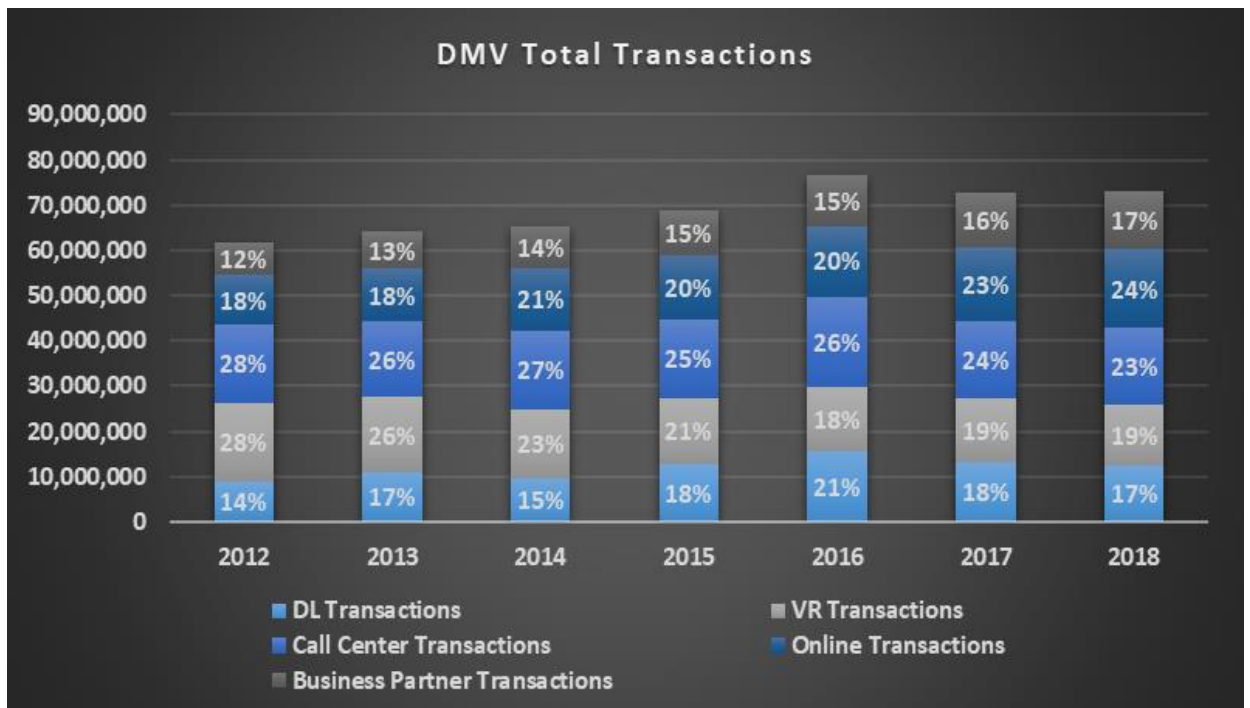
- **Investigations (INV)**—INV is responsible for enforcing the statutes pertaining to DMV's mandates and enforcing the law on premises occupied by the Department.
- **Legal Affairs (Legal)**—Legal affairs is responsible for acting as the legal advisor to the Director and the Department's executive management.
- **Licensing Operations (LOD)**—LOD is responsible for administering California's driver licensing and identification card, occupational licensing, and driver safety programs as well as developing policies to implement the laws regulating these licensing programs such as Motor Voter.
- **Registration Operations (ROD)**—ROD is responsible for identifying and establishing ownership records for vehicles and vessels, collecting revenue to support state and local programs, and enforcing compliance with federal, state, and local mandates related to emissions, financial responsibility (insurance), and tax compliance.

The DMV collects fees for services provided by the 172 DMV Field Locations, 44 Driver Safety Offices, 16 Occupational Licensing Offices, and three Call Centers. DMV also works with more than 5,000 external business partners to help process DMV transactions. The total revenue of the fee is divided among various state departments. About 11 to 13 percent stays with the DMV, but most, 75 to 80 percent, is distributed to local government, CHP, and Caltrans.

Since 2012, the DMV has seen a shift toward online transactions, experiencing a 67 percent increase in the last five years (see: Graph 1A below). This shift to online services is largely due to inconsistent service at DMV field offices, and a desire by consumers for more time-efficient ways to conduct their everyday business. As the trend of online transactions continues to rise (see: Graph 2A below), increased operational challenges have surfaced and must be addressed in order to successfully service customers. This includes the need for innovative ways to handle customer transactions and improve online services.



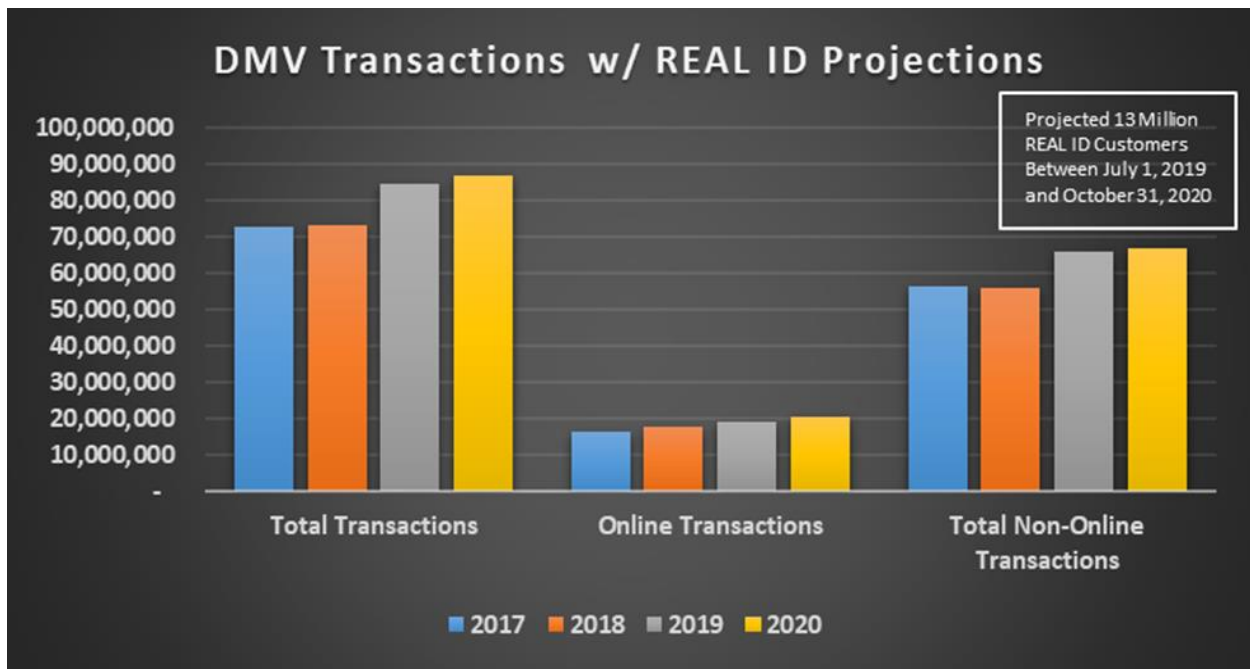
Graph 1A shows the number of online transactions by calendar year since 2012.



Graphs 2A Shows the total number of DMV transactions since 2012 by type of transaction.

Additionally, while online transactions are increasing, field office visits and other non-online transactions also are beginning to increase. This is primarily due to the implementation of REAL ID (see: Graph 3A below). The labor-intensive requirements

imposed by the Federal Government in order to obtain a REAL ID add a significant burden to the DMV. Without preventative actions, this temporary increase in field office workload will lead to increased wait times.



Graph 3A Shows the total DMV transactions, total online transactions and includes projected REAL ID field office visits.

Audit Findings / Strike Team Observations

As described above, the DMV is a large, complex and multi-faceted organization that nearly every Californian interacts with throughout their lives. Given the breadth and depth of operations and difficulties implementing information technology solutions, inefficiencies have developed over time. These issues have been highlighted recently by a comprehensive audit by the Department of Finance's Office of State Audits and Evaluations (OSAE). Additionally, Governor Gavin Newsom established a Strike Team, led by the Government Operations Agency, to assess and make recommendations for modernizing the DMV and reinventing the way services are delivered to Californians. A summary of both efforts is described below.

OSAE Audit

On September 21, 2018, then Governor Jerry Brown ordered OSAE to conduct a Performance Audit of DMV including an assessment of DMV's current operations and to make recommendations to improve DMV's practices and enhance its customer service. The results of the Performance Audit were released on March 27, 2019.

OSAE noted that the DMV's operations are not always efficient or effective in delivering service to customers, and many opportunities exist to improve practices and enhance

the field office customer experience. Importantly, OSAE noted that, while REAL ID implementation and long summer wait times highlighted problems at the DMV, the findings in the audit indicate the DMV has for some time operated with significant weaknesses in its underlying governance structure and organizational culture.

Specific areas for improvements identified by OSAE include operations and field office customer experiences and outdated information technology systems that routinely impact the field staff and the customer's ability to engage with the Department. Specific findings include:

- Significant deficiencies in planning and implementation of the REAL ID program negatively impacted the field office customer experience.
- Organizational and reporting structure is outdated and does not reflect current operational needs.
- Budgeting and staffing approach is not focused on maximizing field office capacity.
- Appointment practices need improvement.
- Monitoring of the field office customer experience needs improvement.
- Enhancements to field office customer service were inconsistently implemented and additional opportunities for improvement exist.
- Field office employee development resources are inadequate.
- Insufficient network system infrastructure and lack of monitoring processes contributed to field office outages, impacting customers' ability to obtain DMV services.
- Project prioritization, management, testing, and documentation practices need improvement.
- Legacy computer programming language contributes to succession planning risks.

OSAE states, "without strengthening the underlying foundation supporting its operations, DMV will continue facing challenges in efficiently and effectively delivering services to its customers."

Strike Team

On January 9, 2019, Governor Gavin Newsom tasked California Government Operations Agency Secretary Marybel Batjer to create and lead a new DMV Reinvention Strike Team. Secretary Batjer was asked to start the process of modernizing DMV and make recommendations for new long-term leadership and reform at DMV, with an emphasis on transparency, worker performance, speed of service and overall consumer satisfaction.

During an intensive series of interviews with DMV executives and managers, the Strike Team observed a lack of enterprise-wide governance, weak communication and lack of goal alignment among divisions, key vacancies in top management roles, and poor coordination in efforts to improve customer service. The Strike Team also noted a lack of governance structure in the Information Services Division, which has led to poor

prioritization and monitoring of projects. Employees have been hampered by outdated and inadequate training and obsolete tools. The Strike Team also noted a core group of managers who realize change is needed and are equipped with ideas but have lacked resources and leadership to implement them.

In response to these observations, the Strike Team launched a series of efforts to reinvent the DMV. In the short term, with DMV staff, the Strike Team is working to expand service alternatives to field office visits for customers. This will result in the addition of 100 self-service terminals, or kiosks, by summer and another 100 terminals by the end of the year. In addition, DMV will expand the range of transactions offered through these free-standing kiosks. The Strike Team and DMV will pilot a pop-up DMV service in April at HealthNet in Sacramento, the first outing in an initiative to bring Real ID transactions to companies with employees who frequently fly for business. The Strike Team and DMV staff are working to allow customers to use credit cards in field offices, currently only available for online and kiosk transactions. The Strike Team is also working on short-term improvements to the DMV website to make sure people can more easily find the information they need and conduct their transactions smoothly.

The Strike Team also brought in the Franchise Tax Board to thoroughly review DMV's call center procedures and share best practices. This review will help the DMV improve operations and lower hold times. Additionally, the Strike Team is exploring opportunities for DMV to add more customer-service communication channels such as chatbot and live chat.

Finally, at the request of the Strike Team, DMV has hired a consulting firm to help streamline the Real ID process and share methods for designing and testing service improvements. The consulting firm has undertaken 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 strategies for better customer flow in field offices. As part of each sprint, the consultant will assess the current state; prioritize improvement ideas; then plan, prototype and test 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. The Strike Team expects that these strategies can be used by DMV staff to more broadly to serve all DMV customers.

Strategic Investments

Improving the DMV will require focus, creativity, and strategic investments. More importantly, it will require strong leadership, a well-trained staff, and consistent monitoring of departmental operations through internal processes and external oversight. The Department has developed a series of operational changes aimed at addressing the collective themes raised by the Strike Team and the OSAE review. The strategies discussed below provide an update on activities previously funded by the Legislature and present new specific proposals that will continue to move the Department toward a superior customer service-oriented environment. The Department is fully committed to successful implementation of these strategies, which will continue

to improve the DMV in a measured and reasonable manner while minimizing impacts to customers.

Customer Service and Service Delivery

The DMV is undertaking various strategies aimed at improving the customer experience and changing the manner in which services are provided. These strategies will improve how customers interact with the DMV, maximize staffing in field offices to more efficiently manage in-person visits and update technology to more efficiently serve customers. Increased marketing efforts and communication—both internal and external—will ensure these fundamental changes are fully realized.

Communications and Marketing

Communication and marketing are more important than ever to deliver effective and efficient services. Our strategies as described below improve information sharing, increase electronic customer interactions before coming into an office, and better market the full complement of DMV services, which will reduce operational bottlenecks and improve customer service.

Call Center / Live Chat / CRM

DMV Call Centers annually handle approximately 19.3 million calls and transactions. More than 11.1 million calls are responded to via the Interactive Voice Response system (IVR), and the remaining 8.2 million calls are requests to speak to a Call Center agent. The Call Center is one of DMV's primary contact points for customers seeking information regarding driver license and vehicle registration transactions or other general inquiries in advance of their field office visit or as an attempt to avoid a field office visit. Call Center agents routinely process transactions that mitigate or prepare customers for a field office visit.

The following are the most frequent examples of Call Center interactions:

- Refer customer to online services to complete their transactions (i.e. change of address, registration renewal, release of liability, vehicle insurance program, etc.).
- Schedule appointments.
- Provide customer with driver license status (points on record – issuance of driver license).
- Provide customer with information regarding their registration (notice of release of liability, clear registration holds - issue registration).
- Educate customer on REAL ID requirements.

Given the breadth of information being sought by customers through the Call Centers, it is imperative that they function smoothly and in a manner that provides customers timely information. However, as demonstrated below, Call Center operations are not functioning at the level expected by the Department or the public.

- The average agent answers more than 18,000 calls annually. The call center overall average answer rate was 70 percent at the end of 2017. At the end of 2018, the answer rate dropped to 59 percent due to an increase in the volume of incoming calls and increased wait times.
- 41 percent (3.4 million) of the customers seeking to speak to an agent are abandoned for various reasons (too long of a wait, technical/drop call, decided to call back or reference web site, etc.).
- Currently, the average wait time is 50 minutes, and the maximum wait time is approximately five hours to speak to an agent due to an increase in call volumes and inadequate staffing levels.

Implementing this strategy aligns DMV Call Center operations with other governmental agencies that are successfully using email and/or live chat features (e.g. Covered California, CalPERS, Franchise Tax Board, Texas Department of Motor Vehicles, New York State Department of Motor Vehicles, Nevada Department of Motor Vehicles, and the City of Denver).

The costs to implement the email, live chat and a customer relationship management (CRM) system is \$14.2 million in 2019/20 and \$10.1 million ongoing. This funding will provide 89 new permanent positions to implement and support these new services, which are anticipated to begin in January 2020. Having the dedicated staff to help navigate customers through DMV services in more than one conversation at a time will help expedite service delivery. It is further expected that by adding these features, the DMV will be able to respond to approximately 2.5 million email/live chats annually. To help justify the request, the DMV applied lessons learned from the Strike Team-initiated Franchise Tax Board Call Center review to determine the resources needed. FTB identified that in a normal operating environment the average time per chat is slightly more than 10 minutes, and a technician can generally process three chats at a time.

Additional details are available in the work action plan in Appendix A.

Website Redesign

In today's society the website is considered the front door to an organization. Government can no longer continue to use websites as archives that drive no value or service to the end user. Website design, specifically, has the ability to influence the way that a person engages with government. Other governments such as Gov.UK, and Ontario.ca are at the forefront of digital transformation; their journey began with a website redesign. The DMV modernization must follow the lessons learned of the industry setters.

The current design and layout of the DMV website make it difficult for customers to navigate copious information or find online services regarding driver licenses, vehicle registration, and other transactions. To rectify this issue, a comprehensive website

redesign will be done to provide customers more effective content that guides them to services that can be completed online — and outside of field offices.

In 2018, the DMV website experienced more than 615 million-page views and nearly 17 million services completed. A website redesign coupled with improved content strategy could increase transactions 20 percent by the end of 2019 and move 4 million transactions out of field offices, which will help keep congestion and wait times within the field offices at lower and more manageable levels.

To implement this change, the Department will procure a vendor to assist with the redesign effort. It is estimated that the one-time cost to redesign the website into a more user-centric format that will encourage online transactions instead of field office visits or phone calls will cost \$250,000 in 2018/19 and \$2 million in 2019/20. The Department plans to track multiple metrics related to its website, including page hits, length of time on a page, searches, views, etc. Tracking and analyzing this data will allow the Department to make future adjustments and evaluate the effectiveness of the redesign. Additionally, as part of this effort, the DMV website redesign will be executed in tandem with the forthcoming communication strategy campaign, chatbot, ID management to access online services, business partners, and other public facing service channels that will be discussed throughout other sections.

Additional details are available in the work action plan in Appendix B.

Chatbot

DMV Call Centers experiences high call volumes with high rates of abandoned calls (41 percent) for reasons including long wait times or dropped calls. The Call Centers are only available during normal business hours, resulting in high email volumes of simple customer questions to the technical support email box after business hours. To provide an alternative communication channel, and alleviate the number of calls and emails DMV Call Centers and technical support staff receive, DMV will utilize a chatbot to answer simple customer questions and direct them to helpful information online. This commonly used industry communication tool will help answer simple customer questions on its website, which as noted above, received 615 million-page views in 2018. Given the prevalence of chatbot usage in the private sector it is anticipated that DMV's customer base already has used this successful technology in their daily lives, which lead to successful implementation and usage.

A chatbot is a computer program that conducts a conversation via auditory or textual methods that are often designed to convincingly simulate how a human would behave as a conversation partner. Chatbots scan for keywords within the input, then pull a reply with the most matching keywords, or the most similar wording pattern, from the database of responses. The DMV plans to make its chatbot available 24 hours a day, seven days a week. The chatbot will be implemented in three phases during 2019/20, beginning with answers about REAL ID, then driver licenses and vehicle registration information. The chatbot will also integrate with the proposed Call Center live chat feature, which will answer simple customer questions before customers are transferred

to a Live Chat representative. Progress will be measured by the increasing use of the chatbot and decreases in customer calls to the call center and emails to website technical support.

The use of chatbots already is becoming more prevalent in the government sector. Other government entities successfully utilizing a chatbot on their websites include State of California Secretary of State, the City of Los Angeles, the United States Citizenship and Immigration Services and the State of Montana. When the State of Montana implemented its use of chatbot service in August of 2017, it saw an immediate improvement in the customer experience, as well as a reduction in the volume of problems and questions that had to be sorted out by staff at its DMV.

The chatbot service is expected to incur ongoing costs of approximately \$500,000 per year beginning 2019/20. The service would use a pre-paid account that would be debited based on the actual number of interactions between customers and the chatbot. Using current analytics and various vendor feedback, the Department assumes that 50 percent of the number of customers would use the chatbot for a conversation that averages four interactions. Each interaction (one customer question and one chatbot response) would debit an estimated \$.0025 from the account. Providing \$500,000 for these interactions allows for 200 million interactions annually. As this tool is rolled out and used, the Department will track multiple metrics (e.g. visits, most frequently used word/concept/intent, total users/new users/returning users, frequent users, busiest hours/day/month, etc.), to help inform the Department about its operations.

Additional details are available in the work action plan in Appendix C.

Outreach and Marketing

The most effective outreach and marketing campaigns have a lasting impact and inspire the public to take action. Much like the iconic campaign of Rosie the Riveter, the DMV must generate a fraction of that impact to be able to respond to the imminent deadline of October 1, 2020 for REAL ID and other pressures that hinder quality service delivery from the DMV. Organizations that provide a multitude of services, have diversity in their customer base, and high levels of in-person interactions require dedicated and strategic messaging.

Based on recommendations from the Strike Team, and after consulting with industry experts, the California Complete Count Census Office, and Covered California, the DMV is proposing a \$9.75 million (\$250,000 in 2018/19) marketing and public relations campaign to inform the public about alternatives to visiting field offices for high-volume transactions and to raise awareness of what documentation is needed for various transactions, such as REAL ID. The numerous improvements that DMV is making to customer service could fall flat without a sufficiently funded marketing strategy.

In addition, and complementary to the proposed marketing campaign, the Office of Public Affairs (OPA) is requesting \$377,000 in 2019/20, \$348,000 ongoing, and

three positions – a social media specialist, graphic artist and television specialist – to assist with the implementation of the marketing and public relations campaign and raise the bar for DMV communications in the long-term. Whereas most sophisticated organizations have dedicated teams working on social media and marketing, DMV does not currently have this. The DMV will work with the selected contractor to identify and track impacts of the outreach and marketing campaign including social media engagement, advertising responses and website traffic.

Additional details are available in the work action plans in Appendix D and Appendix E.

Service Delivery

Communication and Marketing are only part of the solution to improve the customer experience. A successful public relations campaign depends on a successful service delivery system that focuses on quality service and employee engagement. Giving customers multiple methods of engaging with the DMV is critical to eliminating bottlenecks in DMV's 172 field offices, where the majority of transactions still are conducted. As such, the Department is implementing a number of strategies, as discussed below, to address these areas and improve the overall customer experience.

Wait Time Reporting: WIFI / Tablet / Text / Queue / Appointments

One of the challenges DMV faces is more accurately tracking and reporting field office wait times. The current queuing system does not capture the initial amount of time a customer spends waiting to get a ticket to enter a queue and then wait for service. These inaccurate wait times are fed to DMV's website, where customers may check online before heading into a field office. In addition, customers who try to avoid long wait times by making appointments in advance often face limited appointment availability. Some are unable to find openings before their driver license expires and are forced to wait in crowded offices.

DMV is using a set of technology tools to enhance operations and customer experiences.

In the fall of 2018, DMV deployed hundreds of hand-held tablets to each of its 172 field offices to help alleviate wait time. Currently, technicians use the tablets to establish mobile check-in stations and enter customers into a queue as soon as they arrive to the check-in window. Technicians also use tablets to notify customers by text message when their number will be called, so they are not restricted to staying at an office.

Application of the tablets has varied from office to office based on customer volumes. For example, smaller offices without long wait times do not need to triage customers.

This effort will help maximize the use of the 500 tablets. The goal is to capture real-time data to standardize the actual wait times that customers experience before they come to a window. In order to implement this successfully, DMV needs to expand Wi-Fi capabilities in field offices. This will enable employees to use the devices at the end of long customer lines, which sometimes stretch outside the range of a field office's wireless coverage.

DMV will install repeaters and connectors to expand connectivity in field offices through a phased approach – DMV's initial ask is for 115 repeaters and connectors to be installed in phases, based on high priority and need, as listed below.

- Phase 1 – 14 field offices: High volume, high wait time offices.
- Phase 2 – 33 field offices: Identified by Region Administrators; service limitations based on poor signal strength (priority 1).
- Phase 3 – 68 field offices: Identified by Region Administrators; service limitations based on poor signal strength (priority 2).
- Phase 4 – 61 field offices: Remaining offices; potential locations requiring further evaluation.

DMV is also working with its queue system vendor to put in place additional strategies to increase appointment availability. A request has been submitted to both eliminate the ability to make multiple appointments with the same telephone number and to allow for a system validation when making a drive test appointment. This would confirm that an applicant is eligible to take a drive test through verification of their driver license number prior to booking the appointment. It is anticipated that these changes will help guard against third party abuse, and increase the number of appointments available to customers.

The successful implementation of these strategies requires an additional \$647,000 in 2018/19 for equipment needs in the field offices (tablets, repeaters, and connectors) and \$150,000 in 2019/20 to contract for appointment system modifications, which is needed to validate appointments being made online and prevent bulk appointment issuances.

Additional details are available in the work action plan in Appendix F.

Kiosks

A largely untapped customer opportunity is the availability of self-service terminals (SSTs) or kiosks. DMV currently operates 70 in its field offices and another 82 in non-DMV locations, providing customers alternatives to waiting in line or even visiting a DMV office. Kiosks accept credit or cash at most locations and can provide the customer with a registration card and sticker immediately upon completion of a vehicle registration transaction. Kiosks are typically placed in field offices with high volume vehicle registration renewals. DMV targets external locations near high-volume field offices, in communities where cash is a preferred method of payment, in major

populated areas where parking is a challenge, and in rural locations that are not near a field office.

Kiosks currently offer a set of services:

- Renew vehicle registration
- Process a Planned Non-Operation (PNO)
- Submit vehicle insurance
- Submit an Affidavit of Non-Use form (Reg 5090)
- Remove an Affidavit of Non-Use form
- Pay Car Insurance Reinstatement fee

To further alleviate lines in its field offices, DMV proposes expanding the number of kiosk locations and providing extended business hours at retail and commercial locations. The Department also proposes increasing the number of services available on the kiosks to include: Adding 10 additional languages (in accordance with Dymally Allatore), adding driver license record, vehicle registration history record, replacement registration card and sticker and eventually, duplicate Driver License.

DMV will expand its marketing strategy to raise awareness of the kiosk through the DMV website, social media, renewal notices, field office message boards, and through various public service announcement channels. DMV will also partner with external locations to market the kiosks.

The successful implementation of this strategy requires an additional \$8.3 million in 2018/19 and \$16.7 million ongoing. Upon full implementation, the Department will be spending approximately \$24 million on SSTs throughout the state.

Additional details including, SST locations, rollout schedule, and usage data, in the work action plan in Appendix G.

Business Partners

DMV's Business Partner Automation program (BPA) offers more than 5,000 sites statewide that can process DMV transactions for the public and issue license plates, registration cards, and stickers, yet many customers are not aware of the service. BPA participants also offer a host of online services for vehicle registration customers who are unable to execute transactions through the DMV website. Services available through BPA include: Registration of new vehicles, posting of fees on new vehicles, Non-resident vehicles, Miscellaneous original vehicles, Transfer of registered owner vehicles, Transfer of legal owner, Renewing the registration of vehicles, Duplicate titles, VLF refunds, Junk or non-revivable junked vehicles, Salvage or non-repairable vehicles, Vessels, and Posting of fees non-original vehicles. In the past year, BPA participants have begun to incorporate monthly payment plans for customers seeking assistance with the cost of vehicle registration.

Through the website redesign effort and marketing campaign, DMV will broaden awareness and offerings of the BPA program where applicable. DMV will continue to explore venues to work with business partners to broaden services that don't require a visit to the field office.

Additional details are available in the work action plan in Appendix H.

Real ID Background

In response to the events of 9/11, Congress passed the federal REAL ID Act requiring states to meet specific standards as part of the driver license and identification card issuance process. In 2013, the Department of Homeland Security published regulations that identified a phased enforcement schedule. The schedule effectively allowed jurisdictions to meet the federal REAL ID Act and become compliant by October 1, 2020. REAL ID primarily impacts those who need a REAL ID driver license or identification to board domestic flights or access secure federal facilities. Since January 22, 2018, DMV has issued approximately 3.5 million REAL ID compliant driver license and identification cards. Given the impending federal enforcement date of October 1, 2020, the Department is undertaking various approaches to minimize the impact to the field offices with the goal of reducing significant wait times.

The Department will continuously address compliance issues with the Department of Homeland Security and monitor the compliance rate of Californians while ensuring other initiatives that support REAL ID continue. The Department will continue to communicate with other states through the American Association of Motor Vehicle Administrators to explore other best practices used successfully elsewhere.

Additional details are available in the work action plan in Appendix I.

REAL ID Staffing / Facility / Related Operational Costs

DMV's customer experience was significantly impacted by the implementation of REAL ID, which manifested in long field office wait times beginning in the summer of 2018 and reduced appointment availability. While field offices have extended office hours during the week and have opened 62 Saturday service locations, DMV lacks enough authorized staff to operate all of the available production windows. Factors that contribute to empty windows include a) never having been fully funded for adequate staffing levels b) the impact of scheduled and unscheduled employee time off, c) new requirements of staff to triage all customers, and d) too few staff to cover breaks, lunches and peak demand hours. With the volume of customers in field offices increasing, the number of windows that can be staffed directly impacts how quickly a customer can be served. Therefore, without the appropriate resources and mitigation efforts, customers will continue to face long wait times, limited appointment availability, jeopardizing, the goal of providing REAL ID credentials to every Californian who seeks one.

The DMV currently is attempting to mitigate workload impacts from REAL ID implementation by ensuring that customers are informed about their option to obtain a REAL ID and what documents are required to receive a REAL ID. Coming prepared to a DMV field office will avoid unnecessary customer delays or a return visit to provide the necessary documents. The following actions have been undertaken to prepare customers:

- Updated REAL ID website with an interactive document checklist.
- Engaged in a proactive public outreach and education campaign to inform customers about their card options and the requirements to obtain a REAL ID.
- Added a mailing insert about REAL ID and the federally required documents needed to apply to all vehicle registration renewals and driver license and ID card renewals.
- State Employee Messaging: Letters sent to agency secretaries, department directors, board executive officers and bureau chiefs statewide to distribute information to their employees.
- Departments throughout state government added the REAL ID button to their homepages to direct visitors to DMV's REAL ID website.
- Video in DMV Field Offices: A REAL ID video on DMV field office message boards plays every 15 minutes.
- Stakeholder and Legislator Outreach: Information packets were distributed to legislators and stakeholders, which included the REAL ID Fact Sheet, REAL ID document list, infographic, poster, helpful videos and REAL ID logo.
- Paid Digital Advertising: DMV's Office of Public Affairs developed a variety of digital advertising then worked with a vendor to distribute the material for a consecutive six-week period. This included geo-fencing airports to have REAL ID ads pop up on smartphones, pay-per-click to have REAL ID on the top of search engines, REAL ID ads on travel websites, direct email marketing and sponsored social media ads.
- Partnered with six California airports to add messaging about REAL ID, including video message boards.

Despite these efforts, many in the general public still are unclear about how REAL ID may affect them, what services are available outside of a field office, and how to adequately prepare for their visit to the DMV. As such, and as noted above, DMV is also implementing a Strike Team recommendation to conduct an outreach and communication campaign to further assist with mitigating REAL ID workload impacts in the field office. Ultimately, significant additional staffing resources are required to manage the projected workload stemming from REAL ID implementation.

To determine the necessary staffing level to handle REAL ID workload, the Department analyzed available data. As noted above, the DMV has already issued approximately 3.5 million federally compliant DL/ID cards, which accounts for 30 percent of all cards produced by DMV during that time period. This volume is lower than the 40 percent adoption rate the Department previously estimated in FY 2017/18. The volume of federal compliant DL/ID cards has also continued to increase each month as customers are made aware of their options, and it is anticipated that the volume will continue to grow to meet the current total estimate of 28.2 million (22.1 million current DL/ID card

holders and 6.1 million new DL/ID card applicants) as the compliance date of October 1, 2020, approaches. The assumptions have been revised to better reflect the year in which customers will choose to come into a field office to apply for a federal compliant DL/ID card. It is assumed that customers who initially renewed via mail or internet and received a California non-compliant DL/ID will choose to come into a field office outside of their renewal cycle to get a federally compliant card.

It must be noted that Federal DL/ID card compliance standards establish minimum issuance criteria for state-issued DL/ID cards in order to be an accepted identification for official federal purposes, such as entering federal buildings or boarding commercial aircraft. These compliance standards mandate that DL/ID card applicants provide proof of Social Security Number and establish proof of residency by presenting at least two documents of the issuing state's choice that include their name and principal residence address, including a street address. Taking all these factors into consideration the following assumptions were utilized to develop the REAL ID staffing needs:

- Assume approximately 22.1 million of the 29.5 million current DL/ID card holders will choose to have a federal compliant card over a five-year period.
- Assume that additional field office workload will result from customers who choose to have a federal compliant DL/ID card and who would otherwise use an alternative service channel (internet, renewal by mail, etc.) allocated by fiscal year as follows:
 - FY 2017/18 – 20 percent of 3.2 million for 640,000 (6 Months - Actuals)
 - FY 2018/19 – 40 percent of 6.3 million for 2.5 million
 - FY 2019/20 – 80 percent of 6.3 million for 5.0 million
 - FY 2020/21 – 75 percent of 6.2 million for 4.7 million
 - FY 2021/22 – 35 percent of 4.4 million for 1.5 million (DL dip-year)
 - FY 2022/23 – 30 percent of 3.1 million for 930,000 (6 months)

Total Five-Year Volume – 15.3 million

- Assume existing DL/ID card holders will choose to convert their existing California Driver License to a Federally Compliant Card; either coming in a second time for a new card or choosing to come in before or after their renewal period to convert their card before the compliance date of October 1, 2020.
 - FY 2019/20 – 3.4 million
 - FY 2020/21 – 3.4 million

Total Conversion Volume – 6.8 million

- Assume approximately 6.1 million of the 8.3 million estimated new DL/ID card applicants will choose to have a federal compliant card over a five-year period, allocated by fiscal year as follows:

- FY 2017/18 – 20 percent of 753,000 for 151,000 (6 months - Actuals)
- FY 2018/19 – 40 percent of 1.5 million for 600,000
- FY 2019/20 – 90 percent of 1.5 million for 1.4 million
- FY 2020/21 – 85 percent of 1.5 million for 1.3 million
- FY 2021/22 – 85 percent of 1.5 million for 1.3 million
- FY 2022/23 – 85 percent of 1.5 million for 1.3 million (12 months and ongoing)

Total Five-Year Volume - 6.1 million

- Assume that field office workload will increase result from new DL/ID card customers who choose to have a federal compliant card, which will require photocopying, or scanning of the Social Security card.
- Assume each renewal customer who comes into a field office to convert to a federally compliant card would need their Social Security Number re-verified through the Social Security On-line Verification system at \$.05 per record.
- Participation volumes are based on a survey of other state experiences. For states that do not mandate the issuance of a REAL ID compliant license, Delaware has an adoption rate of 74 percent while Ohio is around 27 percent. DMV is assuming a total participation rate for renewals requesting a federal compliant DL/ID card of about 75 percent with a lower participation rate at the onset that will increase over time as it gets closer to the federal compliance enforcement date of October 1, 2020, after which DMV estimates the rate will decrease. This increasing percentage is consistent with other states experiences and estimates.
- DMV estimates that about 25 percent of the DL/ID card population over five years will not request a federal compliant DL/ID card. Approximately 40 percent of the population currently has a passport/passport card. DMV assumed that a percentage of the population that has a passport/passport card or does not regularly fly, will not have an immediate need for a Real ID card or will not be eligible (AB 60 customers).

On the basis of these assumptions, the Department has an overall temporary staffing need of 300 positions in 2018/19 and 1,900 positions in 2019/20. Of the positions requested, 1,684 are directly related to estimated REAL ID workload and an additional 216 field office positions are associated with first line supervision (140), driver license processing overhead staff (58), and other ancillary support staff (18). Of this 1,900 field office staff, 900 already have been hired. The planned location of the new 982 field staff is identified in Appendix J. The remaining 18 positions will be working at DMV headquarters to assist with human resources, REAL ID workload and outreach. In total, the DMV is requesting approximately \$150 million to cover the necessary staffing costs associated with the REAL ID workload.

Additionally, as is common with a request of this nature ancillary costs associated with facilities and other support staff workload must be considered when a department's

employee base grows by a large amount, even if that growth is only temporary in nature. As such, the DMV is also requesting \$29.6 million in 2019/20 for these additional facility and ancillary staffing costs. This specific resource need is detailed in the Department's 2019 Spring Budget Change Proposal.

Additional details regarding staffing calculations, number of windows, and allocations to field offices of proposed, and specific existing, staff are available in the work action plan in Appendix J.

Identity Management for REAL ID Workflow

Digital Identity Verification technology is allowing organizations across the world to streamline the way that they securely serve their constituencies. In order to help develop the business model of identity management of the future, and the role that the DMV will play in this, the Department has partnered with an identity proofing management vendor called ID.me through a federal grant provided by National Institute of Standards and Technology, part of the U.S. Department of Commerce. ID.me has the highest security standards (NIST 800-63-3 IAL2 & AAL2) and is one of the primary enablers of the digital services powered through the revamped VA.gov.

ID.me is currently being used at DMV to complete the online driver license application providing users multi-factor authentication. Approximately 25 percent of customers utilize the eDL44 application prior to a field office visit. The goal of this enhancement is to increase the percentage of customers who fill out the eDL44 prior to their visit, creating a time savings of three to four minutes of customer time spent as well as alleviating congestion in the testing rooms where applicants completing eDL44s are currently comingled with customers performing knowledge tests.

For REAL ID specifically, customers will be able to securely walk through the workflow of the REAL ID documentation requirements before they come into the field office. The customer will be able to scan and upload their required REAL ID documents. These documents would be verified online and stored for when the customer goes to the field office as required by federal law to obtain their REAL ID. As the documents already have been scanned and uploaded by the customer, field office employees will simply "move" the documents into the appropriate folders for electronic transfer into the Department's document imaging system after the technician verifies the physical copy as required by Federal Law.

Currently, technicians review REAL ID documents manually and then scan and image them into the system through a scanner that is usually shared by two technician stations. The total transaction time-saving for customers who pre-upload their REAL ID documents represents approximately three minutes and 30 seconds. Pre-loading documents also reduces the use of the touch screen terminals and aids in alleviating congestion in the testing room. It is estimated a 29 percent time-saving for customers who pre-upload documents. As such, the DMV is requesting \$6 million in 2019/20 and ongoing to maintain the current functionality that supports the online electronic driver

license application, and expand to incorporate REAL ID documentation workflow ease of use for both the customer and the technician.

Additional details are available in the work action plan in Appendix K.

REAL ID Pop Ups

The DMV participates in various outreach events throughout the year. Typically, informational in nature, they are coordinated at the local field office level, and staff is limited to processing no-fee identification cards. Outreach staffing is redirected from local field offices to perform outreach functions. DMV also provides registration and driver license services to Californians impacted by fire, floods and other natural disasters by collaborating with other state and federal relief agencies at Local Assistance Centers and Disaster Recovery Centers (LAC/DRC).

DMV staff transport all equipment and materials needed to the outreach events and return to a designated home field office to finalize the applications. This process can lead to delays in applicants receiving their documents; the process is complicated often by unreliable computer equipment and connectivity, and staff is taken away from work in field offices.

To address these issues, DMV is proposing a DMV2U service including 30 dedicated DMV employees who will continue to work with victims of disaster as well as work in concert with the Top 100 employers in California, bringing DMV services to organizations with a high demand for time-consuming REAL ID transactions. This service will reduce traffic and wait times in DMV field offices and won't divert staff resources from already strained DMV offices.

The DMV2U staff and mobile command vehicle (MCV) also could be used as swing space during short-term office closures. DMV currently has 11 requests submitted to the Department of General Services to begin site searches for short term swing space (varying from four to 16 weeks) for planned office closures.

Additional details are available in the work action plan in Appendix L.

REAL ID Customer Experience Sprints

The delivery of courteous, proficient, and expeditious service is a top priority for the DMV, the Legislature, the Governor, and the citizens of California. With REAL ID volumes expected to double or more over the next two years, it is imperative that a comprehensive review of DMV processes as they relate to REAL ID, including its customer communication, employee training, and field office workflows, be performed immediately. The intent of this process improvement analysis and the prototyping and testing of new approaches is to build the start to a new DMV business model, one that puts the customer first while providing its employees with the tools necessary to deliver innovative, convenient, and efficient services to the citizens of California.

DMV, in partnership with the Strike Team, has executed a contract with McKinsey & Company to provide consultative services to reinvent the DMV customer experience, in particular as it relates to the implementation of REAL ID. McKinsey staff arrived onsite at DMV on March 25, 2019, and planning, data analysis and research activities have begun. Official project kick-off meetings with DMV leadership and staff were held on March 28, 2019.

The current project schedule is estimated at sixteen weeks, ending in July. The research and discovery phase of this project is expected to run through the end of April. During this time, McKinsey and the DMV project team will collaborate to build a robust fact base to inform the customer segmentation analysis, design research, employee engagement, and operational data analysis.

The work under this contract will be divided into three "Sprints":

- **Sprint 1. REAL ID Communication Assessment and Prototyping:** The consultant will review DMV's current internal and external communication regarding REAL ID, including the DMV website and outreach materials. The consultant will then prototype potential improvements and provide final recommendations to be implemented by DMV.
- **Sprint 2. Training for REAL ID Implementation Assessment and Prototyping:** The consultant will assess the training that occurs for customer-facing DMV staff. The consultant will then prototype recommendations for improvement and provide final recommendations to be implemented by DMV.
- **Sprint 3. Field Office REAL ID Customer Service Experience Assessment and Prototyping:** The consultant will assess REAL ID processes and customer experiences in the San Francisco field office to understand what it takes for DMV field office staff to deliver superior REAL ID customer service. The contractor will develop "as-is" journey maps for the top five REAL ID customer journeys (these may include new driver, elderly driver, license/ID renewal eligible by mail, license/ID renewal not eligible by mail, or license/ID not in renewal cycle). These maps will detail all DMV touchpoints from the time a customer is aware of the need to obtain a REAL ID license or identification card through the point of fulfillment. From these maps, the consultant will identify potential "pain points" where process improvements are needed, and will prototype potential solutions. At the end of this sprint, the consultant will create a set of "to-be" journey maps incorporating their final recommendations to be implemented by DMV.

Additional details are available in the work action plan in Appendix M.

Identity Management for Online Services

The DMV website offers multiple online services so that customers can complete their DMV business at anytime, anywhere. Some of the online services requires identity

authentication. These services include driver record request, vehicle record request, driver license and identification card renewal, address change and, when created, the duplicate driver license and identification card request. In order to have their identification verified, customers must create an online account through DMV's existing and outdated Identity Management System.

DMV receives more than 1,000 complaints a month from frustrated customers who can't access online services due to login process complications with the current identity verification system. Customers report that the process is confusing, cumbersome, and not user-friendly. They often leave the website frustrated because they didn't get the online service they expected and have to visit a field office instead.

To remediate this problem, DMV is proposing a new identity management solution. This new tool, will reduce the amount of personally identifiable information (PII) data collected in the validation process, therefore streamlining access to online services.

By improving the identity management system for DMV's online services, more customers will have the ability to conduct their DMV business online, including customers without a Social Security Number. Customers will have the ability to securely authenticate their identity and utilize the online services that were created for customers' convenience. This effort will also improve customers' overall web experience and there will be fewer identity management-related complaints. The streamlining effort will alleviate the number of customers turning to the call center for assistance or visiting a field office to complete transactions that can be done online. As such, the DMV is requesting \$1.6 million in 2019/20 and ongoing to improve the access to online services on the DMV website that require online authentication.

Additional details are available in the work action plan in Appendix N.

Duplicate Driver License

The field offices serve approximately one million customers annually who need to replace a lost license. This initiative will allow customers to request a duplicate (replacement) driver license online without having to visit a field office. This functionality would also become available via the kiosks (SSTs) after it is added online. The service is dependent on enabling the identity authentication platform that was referenced above in Appendix N. As such, the DMV will onboard a contractor at a cost of approximately \$500,000 to add this functionality.

Additional details are available in the work action plan in Appendix O.

Field Office Assessment and Redesign Pilot

Rethinking the design and flow of the current field offices is constrained by the limitations of its physical infrastructure. In order to build the DMV of the future, we must think outside the box. To that end, the Strike Team, in partnership with DGS and DMV, is exploring short-term investments that have lasting impact. This Request for Quotation

(RFQ) attempts to address many legacy issues found in DMV's brick and mortar offices. This assessment will review DMV field office business process, customer flow, internal office configuration, and external architectural design, with the goal of developing options for creating the DMV of the future.

The DMV of the future will consider effective program structure, optimize spatial and site program needs, digital opportunities and technological changes, and shifting customer desires to provide a prototypical DMV field office. Existing spatial and site program, workflow processes, customer interaction, operational structure, and facility maintenance needs will be studied to identify deficiencies and detail recommendations for optimization of public service delivery. Successfully executing this RFQ will result in options for deploying DMV offices with modern conveniences built into design.

Additional details are available in the work action plan in Appendix P.

Credit Card Acceptance in Field Offices

Based on FY 2017/18 data, DMV annually processes about 14 million credit card transactions through the DMV website, self-service terminals and the interactive voice response system. At present, the DMV field offices only accept ATM/debit cards, cash, and checks, not credit cards.

The DMV proposes to accept credit cards as a payment option in the field offices, which saw 25 million transactions in FY 2017/18. Many customers have requested that the Department accept credit cards, as more customers prefer to make their payment electronically at the field offices.

With the implementation of this project, the DMV expects an increase in the number of satisfied customers, elimination of the need for customers who only carry credit cards to make return trips, and additional ability to pay for customers who need a credit line for most purchases.

Additional details are available in the work action plan in Appendix Q.

Workforce Development and Change Management

Efforts to retain staff, increase hiring, streamline delivery and better engage customers will be inconsequential without a strong governance structure and a well-trained workforce. Some employees still do not have the tools necessary to do their job or lack sufficient support from management to handle developing issues. The DMV can no longer have these be impediments to a successful customer experience. Therefore, specific action items, as discussed below, are underway to facilitate successful implementation of the Customer Service and Service Delivery investments and help the DMV turn into a leader in staff development.

Learning Management System

The Department is requesting \$600,000 annually to introduce a Learning Management System (LMS) with department-wide training management, records, reporting, scheduling, and compliance training management methods. An LMS strategically positions the Department with the California Department of Human Resources (CalHR) and its goal to streamline the procurement process and provide a statewide data platform for training records. CalHR has awarded contracts to two vendors, Blackboard and Cornerstone.

An LMS will immediately improve how the Department administers and manages training by combining two FileMaker databases, the Training Catalog on the DMV Web, and the enrollment process into a single platform. All functions of training management substantially improve, immediately in reporting, budget tracking, succession planning, and scheduling.

Several state agencies were contacted, in various stages of implementing an LMS, from initial launch to complete roll out. Each agency communicated a dedication to eLearning and improved training deliverables resulting from an LMS. Adding an LMS was also a key factor in their department's succession and workforce plans, as well as their commitment to their strategic plan.

Additional details are available in the work action plan in Appendix R.

Enterprise Governance

To ensure that DMV governance and project prioritization are consistent and in alignment with governance best practices, DMV will engage a consultant to reengineer DMV's current governance process. In addition to providing an overall governance framework, the consultant will be tasked with establishing roles and responsibilities to ensure true accountability is achieved.

The recent OSAE audit of the DMV revealed significant deficiencies in DMV's governance processes. The audit noted that IT projects, in particular, were not prioritized using an objective, systematic scoring system to align with DMV's business objectives and strategic goals. Without an objective and systematic scoring system, DMV cannot ensure potential projects are appropriately prioritized, impacting the ability to meet critical project implementation deadlines and deliver quality products that enhance the customer experience in field offices.

Additional details are available in the work action plan in Appendix S.

Training Resources

Both the OSAE Audit and Strike Team have recommended additional employee training to better prepare DMV employees to knowledgeably and effectively serve customers, especially those with complicated transactions such as REAL ID. DMV has

made it a priority for existing training officers to prepare the Department's new hires to process REAL IDs and basic driver licenses and REAL IDs. As a result, however, training for other important transactions and processes has lagged. Those include: registration process; classes for commercial driver licensing, licensing registration examiners, driver performance evaluation and the employer testing program; and new leader/basic supervision classes among others.

The Department is requesting additional temporary and permanent training officers: 12 Training Officer I (TOI) positions in FY 2019/20 for two years, nine TOIs in FY 2021/22, and six permanent TOIs beginning in FY 2022/23. These positions will better equip DMV's frontline staff to more efficiently serve customers.

Additional details are available in the work action plan in Appendix T.

Training Stand Down

To provide consistent training and messaging to prepare field office employees for the expected surge in REAL ID applications in the coming 17 months, the DMV will hold a one-day training event in June or July for all field office employees. As part of the broader goals of workforce development and change management, DMV will close its field offices for one day for a focused set of training exercises to ensure that employees in each of the Department's 172 field offices experience up-to-date and accurate training to manage the greater complexity of the transaction and the greater number of customers seeking a REAL ID ahead of the October 1, 2020 deadline.

Audit findings highlighted the lack of training, the lack of consistent messaging, the lack of a training plan for REAL ID and the inadequate time devoted to training. The Strike Team noted the use of outdated training materials and the lack of a training program focused on REAL ID. The Strike Team also noted inconsistent messaging to customers regarding the appropriate time to apply for a REAL ID. The REAL ID transaction is a more complex process than the regular driver license process due to the requirement of additional specified documents, which have to be scanned and verified at the DMV field office. The stand down will emphasize the importance of the REAL ID program and the need to correctly process as many REAL ID applications as requested.

The full-day training would ensure that all field offices receive the most up-to-date training simultaneously and receive accurate, consistent information regarding the REAL ID program and process. It would introduce a standard approach to field office training that could be used for other training programs, in the Field Office Division and in other divisions. This stand-down, augmenting a refresher course that some employees have taken, would complement improved and deeper customer communication to ensure that better prepared customers are met by better trained field office employees. This should reduce the number of repeated office visits and reduce overall transaction time. To implement this activity the DMV is requesting \$1 million in 2018/19 to contract with a vendor to help coordinate and provide simultaneous training to all field staff.

Additional details are available in the work action plan in Appendix U.

Employee Tools

Proper tools increase the value of each trained employee. Learning how to use them also keeps fresh the skill of learning, which will be essential in an environment where continuous change will become the new normal. Equipping employees with the tools to their jobs well builds a sense of capability and self-worth, and signals that the Department values their skills. These factors are foundational to building the employee engagement required to successfully manage DMV's cultural evolution ahead.

Whether the tool is a vehicle that can be relied upon to get a region manager to a field office, a field office lobby that can be quickly reconfigured for better customer flow, or a desktop computer that can stream a training video, equipping employees with appropriate tools and ensuring they are trained how to use them is central to employee effectiveness. Especially in an age where software tools advance rapidly, employees need tools that are up-to-date, so that they are interoperable with software in different parts of the organization, as well as outside the organization. That way, employees can collaborate through a shared customer database to catch up on a customer's transaction history or participate in a video conference that joins several locations. Modern tools in trained hands reduce errors, improve communication, speed transactions and lower costs.

To provide employees the tools they need to effectively do their jobs the DMV will be implementing a PC refresh, fleet replacement and mobile command unit procurement, lanyard procurement, and a signage evaluation. These efforts will cost \$7.8 million in 2019/20.

Additional details are available in the work action plans in Appendix V, Appendix W, Appendix X, and Appendix Y.

Regional and District Support

Regional and District office support is critical if the DMV is to successfully manage existing workload challenges and implement the identified customer service and service delivery strategies. Of particular concern is the significant increase in support and workload related to the implementation of the REAL ID Act and accompanying federally regulated requirements. Additionally, as part of the OSAE Performance Audit, OSAE found that limited coordination among DMV field offices at the regional level takes place and that customers could have different experiences at DMV field offices within the same region.

In order to address the workload concerns and audit finding, the DMV is adding 32 district manager positions to support the field. These positions will help ensure consistent use of tools in each field office and will assist with the uniform implementation of policies across all field offices. These positions will also make recommendations to the regional administrator regarding training, employee issues, and resource allocation. The positions

will also provide for additional coaching, mentoring and training for staff; promote succession planning; evaluate offices for efficiencies and adherence to policy and procedures; make recommendations for operational and organizational improvements, and allow for better coordination of the operations of DMV offices in the region so that customers can have a uniform customer experience at each field office.

The OSAE audit also found that DMV was not analyzing field office data to inform better business practices or make changes in response to customer needs. To address this concern, the DMV is also proposing to add eight regional/district AGPA positions to provide Regional Administrators with analytics to help inform them in business process decisions. These regional office positions will analyze field office data and reports and forecast trends so that regional DMV offices can effectively respond to issues with customer service such as wait times within their given region. These positions will reduce field office manager reporting requirements; free time field office managers to coach, mentor and train employees; perform data analysis to identify workload trends, resource allocations and training opportunities; manage and monitor field office queue systems; participate in community outreach presentations; provide increased support to field offices such as assisting with administrative tasks, and promote consistency in within the Regions.

Additional details are available in the work action plans in Appendix Z and Appendix AA.

Organizational Change Management

DMV's many new initiatives and strategies for improving customer service, strengthening management and better developing the workforce amount to a reinvention of the DMV. These changes will create a new culture that unites DMV's divisions and ensures that all employees see themselves in a revived focus on meeting customer needs and improving service delivery. Much of the benefit and expected improvement will be tied to people changing how they do their jobs.

This cultural reinvention will require a process that is intentional, structured, sequenced and regularly evaluated. It requires organizational change management, or a framework for managing the integration of the new business processes, changes in organizational structure and cultural changes that DMV is initiating. It addresses the people side of change, ensuring that all DMV employees are on board. The result should be better service delivery, an enterprise management approach, more engaged employees and an organization that is more adept at engaging and managing change.

Additional details are available in the work action plan in Appendix BB.

Information Technology Improvements

Information technology infrastructure has been a consistent challenge for the Department over the years. Aging, outdated systems create a demand for new

hardware platforms. Field offices also suffer from unreliable data connections, which create outages that impact customer service and limit tools available to employees. Recognizing these challenges, the Department is undertaking the strategies described below to begin the process of updating its outdated information technology infrastructure.

Front End Sustainability

This project is a multi-year incremental technology update to replace DMV's aging systems (DMVA and BPA) with a modern hardware platform and languages supported by the IT industry using the Agile system development life cycle (SDLC) and project management approach. This project will ultimately enable DMV to meet legislative mandates in a timely manner and improve customer experience. The budget proposal associated with this project has been approved - BCP 2740-100-BCP-2018-GB Front End Sustainability Project.

The project will enable DMV to reduce instability, meet legislative mandates in a timely manner, optimize processes, and improve the customer experience.

Additional details are available in the work action plan in Appendix CC.

Information Technology Refresh

Information Technology is an integral part of DMV's daily work activities. Information Technology hardware is critical to the reliability and extensibility of the state's IT infrastructure used to deliver services to our customers. DMV plans to pursue business processes and technological changes to ensure the sustainability and modernization of current systems and to meet service expectations, changing business needs, and legislative changes. Proactively replacing end-of-life information technology infrastructure assets that support critical systems before they fail will ensure the sustainability and continuity of business operations. It will also allow DMV to continue to provide reliable secure network communications, secure and efficient servers, flexible and secure data storage, and efficient and secure desktop computers for service delivery.

To continue with previous efforts that only scratched the surface of end-of-life equipment replacement, the Department is requesting an additional \$3.1 million annually to continue to replace the IT equipment that has reached its end of life on a five-year replacement schedule. DMV has identified the total cost of the needed replacement equipment to be approximately \$20.2 million. The Department plans to replace the equipment on a five-year replacement schedule which would create an additional expenditure of \$4 million per year. DMV currently spends approximately \$1 million per year for replacement equipment, creating a need for an augmentation of \$3.1 million per year.

Additional details are available in the work action plan in Appendix DD.

Network Redundancy

DMV's wide area network (WAN) was designed and implemented a number of years ago without redundant network connections to field offices, call centers, and auto clubs to mitigate the risk of business operation interruptions due to wide area network failures. To prevent future disruptions in service, which greatly frustrate customers, the DMV is proposing to add redundancy for the largest and busiest field offices (Grade III, IV and V), call centers and auto clubs at a cost of \$4.6 million in 2019/20. This redundancy will minimize the possibility of a single point of failure in the network. Network availability will directly affect available and efficient customer services. Field office technicians will have redundant network access to all of the information technology systems that they need to provide services to the public.

Additional details are available in the work action plan in Appendix EE.

Enterprise Architecture Plan

The DMV is proposing, for the first time, to create an Enterprise Architecture (EA) Plan that will lay the future foundation for innovation and allow the Department to meet desired organizational objectives as per the Department's Strategic Plan. The Enterprise Architecture Plan will set forth the architectures needed to support enterprise, provide a framework to meet legislative mandates in a timely manner, introduce newer technologies to support an agile and more stable environment and improve customer experience.

The objective is to establish the five-year enterprise architecture plan to drive the IT transformation to remove obsolete technologies and enable agility in the EA program to meet the ever-changing business demands. The Department will identify existing resources and look to contract out for specialized expertise in this area to help mentor DMV with the development and implementation of the plan. This contractor, a technology strategist or subject matter expert, will assess DMV's IT problems, risks, and current enterprise architecture, look into new technologies, and develop the Enterprise Architecture Plan to address IT problems in the short-term and long-term. The plan will address IT problems identified with DMV's current Enterprise Architecture, a to-be reference architecture, a roadmap, and recommendations on how to implement the to-be reference architecture, including but not limited to the gaps, initiatives, and timelines. Examples of initiatives to address IT problems and future business needs include system stabilization, new technology implementation, process improvement, organization transformation, training, succession planning, etc.

Additional details are available in the work action plan in Appendix FF.

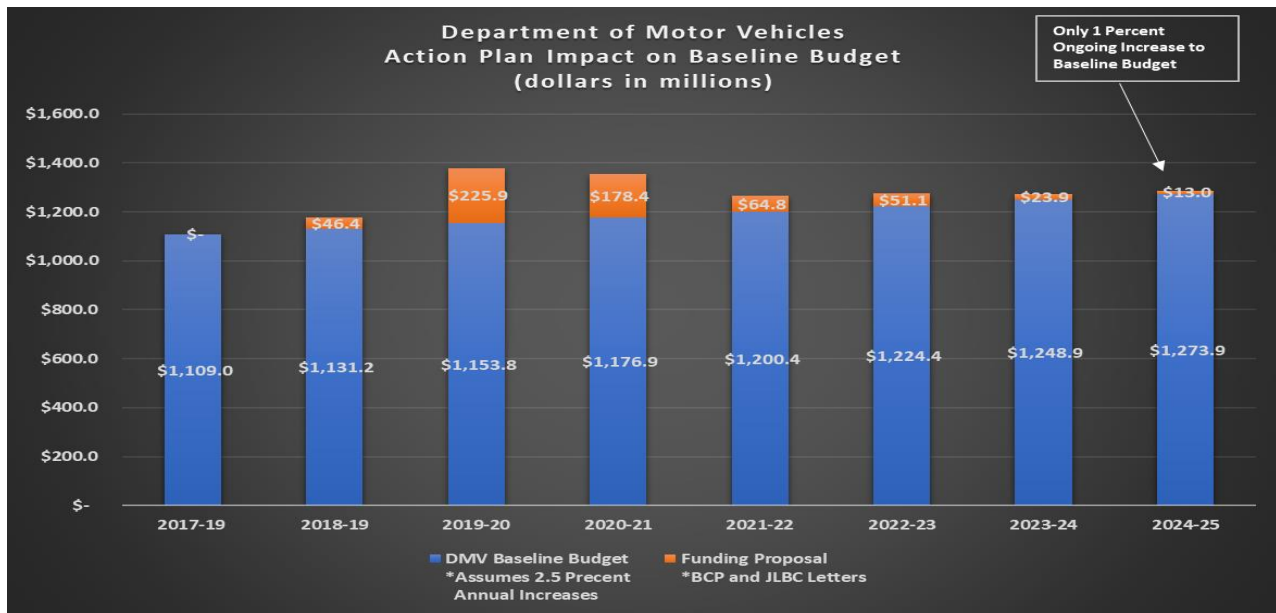
Budget Details

In order to implement the strategies discussed above the DMV is requesting \$46.4 million in 2018/19 and \$225.9 million in 2019/20. Because many of the strategies are designed

to increase efficiencies and provide resources to address temporary workload (e.g. REAL ID, Summer surge, etc.) the ongoing level of resources being requested is \$13 million, 1 percent increase from the current baseline budget. The table and chart below show the effects of the requested actions and required resources on the DMV's budget over the next several years.

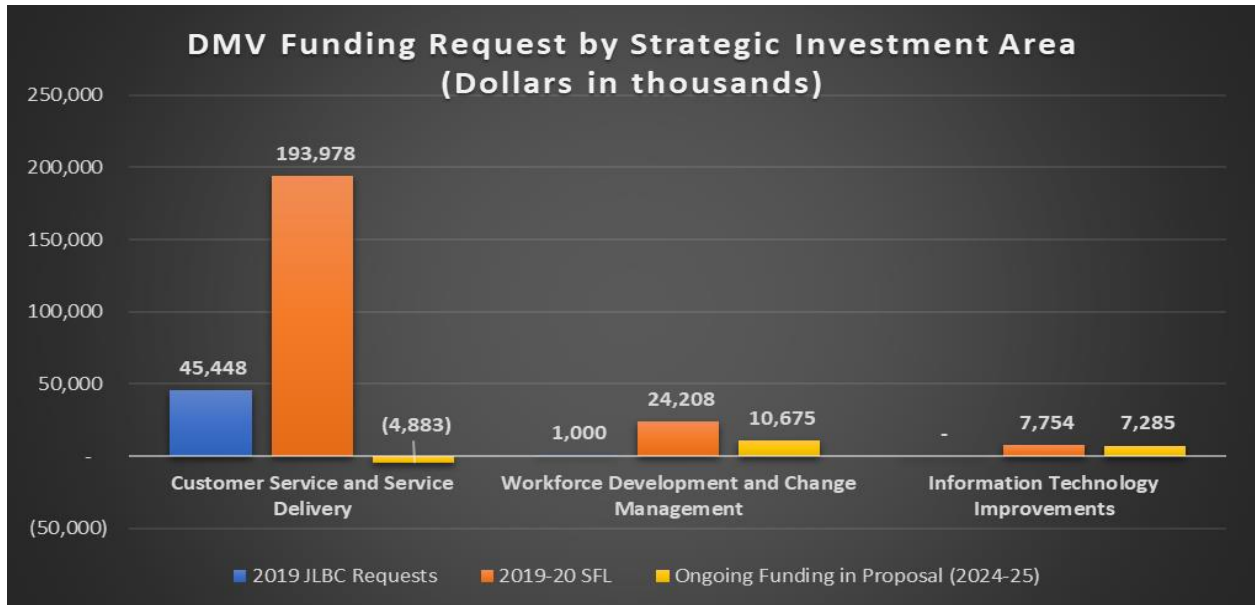
Department of Motor Vehicles				
Work Action Plans Impact on DMV Budget				
Fiscal Year	DMV Baseline Budget *Assumes 2.5 Percent Annual Increases	Funding Proposal *BCP and JLBC Letters	Total Budget	Budget Growth
2017-19	\$ 1,109.0	\$ -	\$ 1,109.0	0%
2018-19	\$ 1,131.2	\$ 46.4	\$ 1,177.6	4%
2019-20	\$ 1,153.8	\$ 225.9	\$ 1,379.7	20%
2020-21	\$ 1,176.9	\$ 178.4	\$ 1,355.3	15%
2021-22	\$ 1,200.4	\$ 64.8	\$ 1,265.2	5%
2022-23	\$ 1,224.4	\$ 51.1	\$ 1,275.5	4%
2023-24	\$ 1,248.9	\$ 23.9	\$ 1,272.8	2%
2024-25	\$ 1,273.9	\$ 13.0	\$ 1,286.9	1%

*Dollars in millions and includes funding from all sources
 *2017-18 Reflects Past Year Actuals
 *Projected 2.5% annual increases as part of baseline budget
 *2018-19 includes the funding from the two provisional letters submitted in January & April of 2019



The vast majority of the requested resources are being dedicated to improving customer service and service delivery methods. As previously stated, a customer-oriented environment that provides multiple ways to conducting business with the DMV must be at the forefront of any plan. Providing multiple avenues of engagement and

improving the overall efficiency of staff will lead to a decline in regular wait times that fall within the DMV's expectations and the expectations of the population the DMV serves. The graph and table below highlight the funding amount by overall strategy component as requested by the submitted JLBC letters and the 2019 Spring Budget Change Proposal. The graph and table also highlight the minimal ongoing level of resources needed as a result of successful implementation of several short-term strategies aimed at increasing efficiencies and managing one-time workload increases.



DMV Funding for Work Action Plans (dollars in thousands)				
Work Action Plan Area	2019 JLBC Requests	2019-20 SFL Request	Funding in Proposal (JLBC + SFL)	Ongoing Funding in Proposal (2024-25)
Customer Service / Service Delivery				
Communications and Outreach				
Call Center / Livechat / CRM	-	14,183	14,183	10,076
Website Redesign	250	2,000	2,250	-
Chat Bot	-	500	500	500
Outreach and Marketing	250	9,877	10,127	348
Subtotals:	500	26,560	27,060	10,924
Service Delivery				
Wifi / Tablet / Pre-Queue	647	150	797	-
Kiosks	-	8,300	8,300	16,700
Business Partners	-	-	-	-
REAL ID:				
Temporary REAL ID Facilities and Ancillary Costs	-	29,640	29,640	-
REAL ID Staffing Costs (1,900 PYs)	44,301	150,004	194,305	4,239
Identity Management for REAL ID Workflow	-	6,000	6,000	7,751
REAL ID Pop Ups	-	3,536	3,536	1,111
REAL ID Customer Experience Sprints	-	-	-	-
ID Management	-	1,600	1,600	1,600
Duplicate DL	-	500	500	(1,870)
Field Office Assessment and Redesign Pilot	-	1,000	1,000	-
Credit Card Acceptance in Field Offices	-	(33,312)	(33,312)	(45,338)
Motor Voter Program	-	-	-	-
Subtotals:	\$ 44,948	\$ 167,418	\$ 212,366	(\$15,807)
Subtotals:	\$45,448	193,978	\$239,426	(\$4,883)
Workforce Development and Change Management				
Learning Management System	-	600	600	600
Enterprise Governance	-	1,000	1,000	-
Training Resources	-	1,411	1,411	685
Training Stand Down	1,000	-	1,000	-
Employee Tools	-	12,368	12,368	2,500
Regional and District Support	-	7,829	7,829	6,890
Organizational Change Management	-	1,000	1,000	-
Subtotals:	1,000	24,208	25,208	10,675
Information Technology Improvements				
Front End Sustainability	-	-	-	-
Information Technology Infrastructure Refresh	-	3,100	3,100	3,100
Network Redundancy	-	4,654	4,654	4,185
Enterprise Architecture Plan	-	-	-	-
Subtotals:	-	7,754	7,754	7,285
Grand Total:	\$46,448	\$225,940	\$272,388	\$13,077

Finally, Appendix GG provides a mapping of each funded area as proposed in the Spring Budget Change Proposal to the OSAE Performance Audit finding being addressed and/or the Strike Team recommendation.

Accountability and Transparency

Part of any request for resources is the requirement to be a good steward of the public's tax dollars and the expectation that the resources provided are used for the purpose in which they were appropriated. The effective and efficient deployment of resources is critical if the strategies being proposed are to succeed. To that end, the DMV is proposing an Accountability Plan that provides full transparency and oversight of the implementation of each of the work action plans outlined above and detailed in the appendices below. The Accountability Plan includes, legislative reporting and engagement, internal controls of resource allocations and deployment, and development of a comprehensive Corrective Action Plan that addresses all the findings in the OSAE audit. Each of these three components is discussed below.

Legislative Reporting

The DMV is committed to an open and transparent implementation process with legislative oversight. The Department recognizes that constituents of legislators provide frequent feedback on their experiences at the DMV. As such, it is important that regular status updates regarding these efforts are operationalized throughout the overall implementation period. This will help facilitate information sharing and combat confusion that may arise as efforts are underway. To that end, the Department is proposing to hold bi-monthly meetings with select Legislative staff where information sharing can occur. At these meetings, the Department will provide updates on activities and discuss any bottlenecks that have come up. The Department will also continue to provide monthly wait-time reports to the Legislature and is proposing a comprehensive mid-year report on the status of implementation efforts. This report will be released on January 10, 2020.

Internal Controls

Receiving resources for an effort of this magnitude requires that the DMV put into place an effective internal control system to ensure divisions are held accountable, timelines are met and programs meet the intended deliverables. Through the various efforts detailed below, the Department will effectively monitor implementation of the requested resources.

- **Enterprise Governance Council** – Designed to provide a framework to measure performance and compliance, the DMV Enterprise Governance Council (EGC) was recently created to set executive structure for managing strategic direction, ensuring objectives are achieved, risks are managed, and verifying that resources are used responsibly. The DMV EGC meets on a monthly basis to review strategic goals, measure performance outcomes and provide a forum for project management reporting. The DMV is also developing a Request for Offer to strengthen the governance process, ensure project alignment with strategic goals and objectives, and identify responsible parties and accountability measures for activities with enterprise

impacts. The EGC will actively monitor implementation of the various work action plans.

- **Quality Assurance in Field Offices** – Regional operations are designed to provide oversight for the field offices and measuring the quality of service and products delivered to customers. Establishing policies and standards of performance are key components for this program to measure service and provide recommendations for improvement. Reports are generated at both the field office level and aggregated into regional and statewide assessments to identify trends and opportunities for improvement as needed. Management will actively review the policies and standards of performance identified and put into a report and use that information to ensure successful implementation of each work action plan strategy.
- **Internal and External Audits** – The DMV Audit Branch conducts both required audit activity and, through a risk-based assessment, identifies high risk areas to be included in an annual audit plan. Audit reports and corrective action plans are submitted to the Director and DMV EGC. The Audit Branch will identify those work action plans with the highest risk for consideration for inclusion in the next annual audit plan.
- **Customer Satisfaction Surveys** – The OSAE Audit identified user feedback as a priority need. To address this need, DMV will expedite this action item in the Audit Corrective Action Plan. The additional communications channels that will be deployed as a result of this Implementation Strategy will also produce survey feedback that will be captured and analyzed. DMV will establish a data plan to continuously analyze customer feedback, coach employees on successes and opportunities related to the feedback received, and consider expanding the analysis of feedback to identify statewide opportunities for efficiencies, employee training, and operational enhancements.
- **Employee Engagement Surveys** – Employee engagement surveys provide a vehicle to receive feedback from staff about their operations, training, tools, management and other related areas that impact the performance of a unit. The Department will be engaging with the California Department of Human Resources to conduct this survey through their statewide offering to benchmark DMV against other state departments, as well as other public and private sector organizations, and intends to conduct periodic surveys to measure and compare outcomes.

Audit Corrective Action Plan

As referenced throughout this Implementation Strategy, additional oversight and accountability will be provided by OSAE, which published a performance audit of DMV in March 2017. DMV is preparing a Corrective Action Plan in response to the audit and will submit it to Finance in May 2019. OSAE policy requires DMV management to report

regularly on progress and implementation of planned corrective actions. This monitoring will verify that DMV management are taking appropriate action to timely address the audit findings. In addition to a detailed Corrective Action Plan with milestones and target dates, OSAE requires updates from DMV every six months until all corrective actions have been completed or three years have elapsed. OSAE may also perform desk reviews or performance audits to ensure DMV management has developed and implemented corrective actions as reported. While Finance does not post detailed corrective action plans or interim evaluation letters to its website, the documents are publicly available and will be shared with the Legislature.

Summary

Implementing all the strategies discussed above will improve the overall performance of the DMV and will go a long way toward increasing confidence in the Department by its customers. Through improved customer service, better access to services through new engagement avenues, and improved operations, governance and training, the Department will see positive outcomes that can be sustained and measured.

Work Action Plans

The work action plans in Appendix A—HH provide a one-page overview for each strategy. More importantly, each strategy's work action plan identifies the division and/or person(s) within the Department who is responsible for the strategy's execution, expected deliverables, metrics that will be tracked, and an implementation timeline. Funding and personnel needs, as requested in recently released Joint Legislative Budget Committee letters and Spring Finance Letters, are also identified in each work action plan. Where appropriate, funding methodologies and/or allocation methodologies are included as well as whether the strategy is responding to an audit finding and/or Strike Team observation.

While not designed to be the sole solution to every issue with the DMV, the proposals go a long way toward implementing strategic solutions that continue to move the DMV forward and into a 21st century service delivery model. This level of detail is being provided to all external stakeholders in an effort to allow them to understand our timelines, implementation challenges, and provide the necessary level of oversight and guidance from the Legislature.

The DMV fully expects to be held accountable to each of the identified strategies in the work action plans and we look forward to further oversight hearings where progress updates can be provided or identified bottlenecks can be discussed, including potential solutions to those bottlenecks. DMV will address any additional operational concerns that arise and, if necessary, seek additional resources in the future to address those areas through the Budget Change Proposal process managed by the Department of Finance.

The DMV understands that everything we do and decisions emanating from identified problems can no longer be made in a vacuum. These work action plans are the first step in the right direction. The Department now has a baseline to analyze all downstream impacts and clearly identify implementation challenges relating to those activities and bring those concerns forward as part of any future proposals.

Finally, each work action plan in this appendix is designed to allow oversight entities (e.g. budget subcommittees, Joint Legislative Budget Committees, audit organizations) and other potential stakeholders to view and monitor each proposal. Questions regarding each individual plan should be address to the identified project lead.

Appendix: A—Call Center / Live Chat / CRM

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Finding 1.6.E- Strike Team FTB Assessment
PROJECT LEAD	CPD- Communications Programs Division; Matt Sanchez (Primary); Rebecca Martin; Derek Chan; Sonia Huestis
SUPPORT	ISD- Information Systems Division
LOCATION	All Call Centers (Sacramento, Fresno, Riverside)
PROJECT TITLE	Call Center Improvements- Live Chat, & Customer Relationship Management (CRM)
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Project goal is to develop and expand upon Department of Motor Vehicles (DMV) current Salesforce CRM platform to offer customers additional avenues with which to contact the department. A Live Chat and Email functionality through DMVs website will be implemented with a primary focus on Real ID requirements. This effort has one time costs totalling \$5.7 million as well as an annual project cost of \$2.4 million (not including additional staffing that may be needed). Based on current customer utilization projections, this effort would require 89 new Personnel Years (PY) consisting of Senior Motor Vehicle Technician (SMVT), Manager 1's and Support Staff.</p> <p>Total \$14.2 million and \$10.1 million ongoing - includes 89 positions, licensing, implementation Methodology for positions listed below:</p> <p style="text-align: center;"><u>2.475 million (estimated interactions)</u></p> <p>(1778 hours x 60 mins/hr) / 10 min per interaction x 3 interactions per 10 min block at a time</p>
DELIVERABLES	<p>Increase in customers prepared for their Real ID appointment and increased awareness of additional services that don't require a field office visit. Decrease the call center abandon rate. Improve consistency in messages and information relayed to DMV customers. Create consistent customer tracking. Increase customer satisfaction by creating transparent communication workflows. Capture calls and messages that identify areas for ongoing improvement on DMVs website. Provide a consolidated platform to further expand the existing Salesforce system and help address areas that need improvement (Website, call centers transaction capabilities, online transaction expansion).</p>
METRICS	<p>Call Center customer queue abandon rate. Baseline- 41% dropped calls, Goal- Drop by 10% first year, 20% by the 2nd year Call Center queue wait times. Baseline- average 55 minutes, Goal- Reduce to 25 minutes by April 2020 Call Center phone call volume.</p> <p>New metrics establishing a baseline for: Chat contact volume. Chat queue wait times. Chat handle time. Email contact volume. Email answer time. Number of new staff hired. Number of new staff trained.</p>
TIMELINE	<p>April 2019: Project Kick Off by outlining project scope. July 2019: Procure Salesforce services through Department of Technology Master Service Agreement. September 2019 to December 2019: Promoting and training existing staff into these newly established positions. Hire and train PYS for backfill of new positions. September 2019 to December 2019: Integrate Salesforce with DMV website, Integrate Verizon Contact Center into Salesforce interface. November 2019 to December 2019: User Acceptance Testing January 2020: Live Chat and Email Implementation.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Plan includes having Chatbot triage customer questions before moving to a live chat with agent. Other Governmental Agencies are already utilizing an Email and Live Chat system to help assist customers. They include: Covered California, CalPERS, Franchise Tax Board (who saw an improvement in service, compliance and collection of revenue) Texas DMV, New York DMV, Nevada DMV, and the City of Denver.

Appendix: B—Website Redesign

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Finding 1.6.E: Reduce the need for field office visits by allowing users to complete transactions online.
PROJECT LEAD	Communication Programs Divison (CPD) Cameron Ferguson (Primary), Michele Ames, Sonia Huestis, Business Online Services Section (BOSS) Team
SUPPORT	Department of Motor Vehicles (DMV) Information System Division (ISD) Teams (Web Team, Portal Administrators), Web Design Vendor, with support from customer experience sprint consultant
LOCATION	DMV Website, Online
PROJECT TITLE	Website Redesign
PROJECT DESCRIPTION (\$ and PY Needs)	Provide a clear, concise website that is user friendly and provides quick services and valuable information that advertise alternatives to a field office visit. Through the end of the fiscal year, clean up content on the DMV website and redesign the website homepage to better direct users to available online services such as: Change of Address, DL/ID renewal, and Vehicle Registration. Websites are the front door to our organizations and they provide a self-service option that people many not necessarily know is currently there. Starting next fiscal year, DMV will migrate the website to the current state template (Version 5) giving the team more flexibility to design user friendly content. Develop a website style guide establishing requirements that DMV content must meet prior to being published online including diction, formatting, and accessibility. \$250,000 for FY 18/19. \$2 million for FY 19/20. Total cost: \$2.25million
DELIVERABLES	A cleaner and leaner website that directs users to useful information and online services. An official website style guide that lays out content requirements and regulations to maintain a user friendly experience. A new content submission system that allows DMV to continue to publish readable, useful content that directs users appropriately. Established process for continuous feedback
METRICS	The metric this project will be based on is increasing website traffic and successful online transactions. Baselines: over 3,500 webpages, 1.) Nearly a total of 17 million services were completed online in 2018. The majority of the services were for Vehicle Registration at 13 million, followed by 1.2 million DL Renewals. 2.) Approximately 615 million page views in 2018. New Measures: 3.) Increase online transactions by 20%. 4.) Increase website visits by 20%.
TIMELINE	April 2019 - May 2019: Procurement of Website Design Vendor. May 2019 - June 2019: Clean up informational content to be more helpful to the user and properly direct them to available online resources and services. July 2019 - June 2020: Design, develop, launch the DMV website in the current state template (Version 5) which will further enhance the user experience and ease of use. Create an official DMV website style guide to assist content publishers in making online content accessible and understandable to the general public. Develop a new online content submission system which will continue to uphold the web standards established during the website content clean up.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The new state website template version 5 has accessibility tools built in allowing for a wider range of users to complete transactions online and avoid a field office visit. Other state agencies (California State Agency, Department of Technology, Water Resources, CalCareers, CalHR, etc.) have undergone redesign and upgraded to the new state template for a streamlined look and feel to their content.

Appendix: C—Chatbot

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	1.6E of Audit Findings and Strike Team Supported Effort
PROJECT LEAD	Project Lead: Kyla Lakin, Communication Programs Division; Jennifer Teh, Communication Programs Division Project Sponsors: Sonia Huestis, Communication Programs Division; Wesley Goo, Licensing Operations Division; Andrew Conway, Registration Operations Division
SUPPORT	Chatbot Vendor, Department of Motor Vehicles (DMV) Information System Division (ISD) Teams (Web Team, Portal Administrators), and Communication Programs Division (CPD) Business Online Services Section (BOSS) Team.
LOCATION	DMV Website, managed from DMV Headquarters
PROJECT TITLE	Chatbot
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Offer a chatbot to customers on the DMV Website. A chatbot is a computer program or an artificial intelligence which conducts a conversation via auditory or textual methods, and is available 24 hours per day, 7 days per week. Based on Google Analytics, the DMV Website received 615 million customer views per year. To provide an alternative communication channel, and alleviate the number of calls and emails DMV call centers and technical support staff receive, DMV will utilize a chatbot to answer simple customer questions and direct them to helpful information on the website.</p> <p>Annual cost is determined by chatbot usage, and estimated using Google Analytics from the DMV Website. Total Estimated Annual Costs: \$500,000.</p> <p>Cost methodology: The payment process is a pre-paid account debited based on the amount of interaction between customers and the chatbot. The estimates are calculated based on 2017-2018 Google Analytics and various vendor feedback, if 50% of customers use the chatbot for an average conversation of four interactions. Each interaction (one customer question and one chatbot response) debits an estimated \$.0025 from the account. If the account has funds after one year, the amount remains. \$500,000 allows for 200 million interactions (one interaction equals one customer question and one chatbot response) Future requests for funding may be made for enhancements.</p> <p>Total Estimated Cost for Fiscal Year 19-20 \$500,000 and ongoing.</p>
DELIVERABLES	<p>A chatbot hosted on the DMV Website with REAL ID information to help walk customers through the requirements.</p> <p>Chatbot update with driver license information.</p> <p>Chatbot enhancement with Live Chat escalation.</p> <p>Chatbot update with vehicle registration information.</p>
METRICS	<p>Reduce average wait time to 30 minutes</p> <p>Reduce the abandon rate in call centers to 35%</p> <p>New metrics:</p> <p>Number of chatbot sessions/conversations</p> <p>Questions asked</p> <p>Question/answer success rate percentage</p> <p>frequent users, busiest hours, total number messages, customer feedback</p>
TIMELINE	<p>May 2019 - Start procurement process</p> <p>August 2019 - Chatbot implementation with REAL ID information</p> <p>January 2020 - Chatbot update with driver license information and Call Center Live Chat escalation</p> <p>July 2020 - Chatbot update with vehicle registration information</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	<p>Chatbot will integrate with the Call Center Live Chat feature in January 2020 to assist customers with simple questions before they speak with a Live Chat representative.</p> <p>Several California agencies and companies have implemented a chatbot, including the California Secretary of State, Covered California, the City of Los Angeles and Blue Diamond Growers.</p> <p>Chatbot supporting data from vendor research:</p> <ul style="list-style-type: none"> • Various companies saw an average a 30% reduction in call volumes • 80% of customer interactions can be resolved by well-designed bots • 60% of consumers want easier access to self-service solutions for customer service • The Montana Motor Vehicle Division saw a 15% reduction in calls to their call center, equating to about 1,400 less calls per month. • The California Secretary of State claim their chatbot has provided the most impact by giving customers another avenue for asking questions and by directing customers to the correct online services and forms. • The Covered California chatbot handles easy questions, such as password reset, and saves the more complex questions for a technician.

Appendix: D—Outreach and Marketing: Social Media

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	DMV Operation
PROJECT LEAD	Greg Lawson Deputy Director of Public Affairs (Acting) & Jaime Garza Public Information Officer II
SUPPORT	Field Operations and Call Center Division
LOCATION	Statewide
PROJECT TITLE	Social Media Positions (OPA)
PROJECT DESCRIPTION (\$ and PY Needs)	DMV is proposing the addition three staff positions to the Office of Public Affairs: a Social Media Specialist, a Graphic Artist III and a Television Specialist. All three positions will be critical to implementing the department's marketing and public relations campaign and maintaining improved customer service via accurate and timely communication. The OPA does not have a dedicated social media position, which limits DMV's ability to provide meaningful content and to respond quickly to comments and questions on Facebook, Twitter and other social media platforms. The OPA also does not have a graphic artist to create stimulating visual content that clearly communicates DMV's messaging. The office also is lacking a dedicated television specialist to provide accurate and engaging material for customers – such as how-to videos for the DMV website – and for television media, who often rely on video content provided by their sources. Cost for additional positions: \$377,000 for fiscal year 19/20 and \$348,000 ongoing.
DELIVERABLES	These additional positions will improve the customer experience and result in more informed and engaged customers by delivering the following: Accurate, timely and engaging social media content. Prompt responses to feedback on social media (current response time is 3-7 days). High quality visual materials for multiple uses including, informational publications and materials, aids to direction, and illustrations and infographics for use in social media and online. Branded materials with consistent messaging. Public service announcements. Educational videos for customers. Training videos for staff. Customized TV-quality video and sound for use statewide.
METRICS	The ultimate measure of success resulting from these additional positions will be better experiences for DMV customers as reported through surveys and other channels such as social media. Improve response time from 3-7 days to 1-3 days in the first year. Increase the current baseline of 81,000 followers DMV currently has on its four social media platforms by at least 10 to 15 percent per year on the following: Platform-specific measures (baseline): *Twitter: 27,796 followers, 702 impressions per post, 12.5 engagements per post. *Facebook: 49,408 followers, 4,039 impressions per post, 42.6 engagements per post. *Instagram: 2,818 followers, 4,449 impressions per post, 110 engagements per post. *LinkedIn: 1,242 followers, 68.5 impressions per post, 2 engagements per post.
TIMELINE	Jobs will be posted by May 2019 and filled by August 2019. The timeline for hiring typically is 2-3 months from job advertisement to job offer.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: E—Outreach and Marketing: Marketing and Communication Campaign

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team Recommendation
PROJECT LEAD	Greg Lawson Deputy Director of Public Affairs (Acting) & Jaime Garza Public Information Officer II
SUPPORT	California State Transportation Agency/Government Operations Agency (Strike Team)
LOCATION	Statewide, based at Sacramento headquarters
PROJECT TITLE	Marketing/ Communication Campaign
PROJECT DESCRIPTION (\$ and PY Needs)	<p>The Strike Team has proposed that DMV carry out a multi-faceted marketing and public relations campaign that will inform the public about alternatives to visiting field offices for high-volume transactions in order to drive down office visits and to raise awareness of what documentaiton is needed for various types of transactions, such as REAL ID. DMV Services. The DMV will solicit the services of a firm experienced in statewide campaigns to design and implement an aggressive outreach campaign to include branding, market research, message development and testing, and media buys. An effective campaign will improve customer satisfaction and efficiency through education, awareness and a call to action.</p> <p>Cost: The combined cost of the program is \$9.75 million dollars which is a combination of fiscal year 18/19 funds of \$250,000 and the \$9.5 million slated for the 19/20 fiscal year.</p> <p>*This estimate was based on industry experts and state entities including Covered CA and Census- see estimates below.</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Educate general public about REAL ID Requirements. 2. Paid media campaign 3. Provide the public with alternatives to field office Visits such as kiosks, business partners and online services. 4. Target market underserved communities with DMV information. 5. Better market to frequent flyers with the message of REAL ID. 6. Educate to make transactions easier 7. Improve public perception. 8. Post campaign effectiveness assessment
METRICS	<ol style="list-style-type: none"> 1. Market research performed at the beginning of the campaign to identify target message, demograhic, strategy. 2. Market research performed in the middle and end of the campaign to evaluate progress and effectiveness. 3. Survey customers to determine which outreach mechanism provided them with the proper information to conduct DMV business. 4. Monitor transaction times to determine if information from the campaign contributed to their preparedness. 5. Increased customer satisfaction. 6. Reduce and/or maintain wait times
TIMELINE	<p>The estimated marketing contract execution date is July 2019 through December 2020.</p> <p>May- Draft Scope of Work June- Release RFP July-August- Award Contract</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	<p>This procurement requires urgency due to the fact the Oct, 2020 deadline for REAL ID compliance is fast approaching. Other state entities have embarked on similar efforts including:</p> <p>Census- 46.1 million for outreach and communications Covered California- Estimated 80-100 million for outreach and marketing</p>

Appendix: F—Wait Time Reporting: WIFI / Tablet / Text / Queue / Appointments

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Findings 1.2 and a Strike Team Supported Effort
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Christine Lopez
SUPPORT	Administrative Services Division, Information Services Division
LOCATION	Field Offices
PROJECT TITLE	Wait Time Reporting: Repeaters/Tablets/Text/Pre-queue/ Appointments
PROJECT DESCRIPTION (\$ and PY Needs)	<p>This effort will help maximize the use of the 500 tablets that were distributed to all the field offices and are currently being used for multiple needs (e.g. including scheduling return appointments, showing online services, check customers into queue, and sign up for text notifications.) The goal will be to maximize their use by capturing real time data to start standardizing the data collection of actual wait times that customers experience before they come to the window. In order to do this, DMV needs to expand WiFi capabilities in specific field offices. We will start by installing repeaters in field offices through a phased approach.</p> <p>Additionally- DMV needs to make some modifications to its appointment/texting system that will sustain texting reminder capabilities and streamline the ability to make appointments.</p> <p>Cost: CY JLBC - Tablets, Repeaters and connectors \$647,000. BCP 19/20- \$150,000 for Appointment System Modifications Total: \$797,000</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Expand Wi-Fi in field offices to support tablet use. 2. Capture pre-queue wait times. 3. Provide the public with comprehensive wait times. 4. Offer text messages to customers, which allows customers the option to return when notified that their number will be called. 5. Ability to schedule return appointments. 6. Allow for mobile Start Here stations. 7. Improve public perception. 8. Alleviates parking lot and field office lobby congestion. 9. Improve customer flow.
METRICS	<ol style="list-style-type: none"> 1. Reported tablet usage as of April 16, 2019= 91 offices. 2. Review reports on tablet use 3. Baseline- Current daily text messages sent in March 2019 averaged 4,000 per day (system tracks text messages sent, not offered). 4. Increase signal distance in field offices. 5. Increase tablet usage in field offices by 20% within six months. 6. Increase the number of text messages sent to customers by daily by 10% within six months. 7. Increase the number of field offices capturing pre-queue wait times 15 by each quarter of FY 2019/20.
TIMELINE	<p>January-April- Analyzed and started procurement process for repeaters</p> <p>April- end of May 2019- Schedule deployment with vendor to start installing and complete install of repeaters and connectors in Region 6 (state owned offices).</p> <p>June through July 2019- Start and complete install for Bay Area (Regions 1 and 2) and the Los Angeles Regions (contingent resources and minimal to no leasing issues)</p> <p>July - 50% of the offices covered with repeater installation</p> <p>September- target completion for all offices</p> <p>October- start new baseline and consistent reporting of Pre-Queue and wait times</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Prioritization details are located in the Appendices. Contingent on resource availability for installations, contractual dependencies and service provider signal strength.

Appendix: F—WIFI / Tablet / Pre-Queue (Cont.)

Deployed Tablet Locations

I	OFFICE	TABLETS
	ALTURAS	1
	AUBURN	2
	CHICO	3
	COLUSA	1
	CORTE MADERA	3
	CRESCENT CITY	1
	DALY CITY	4
	EUREKA	3
	FALL RIVER MILLS	1
	FORT BRAGG	1
	GARBERVILLE	1
	GRASS VALLEY	2
	LAKEPORT	2
	MOUNT SHAST	1
	NOVATO	2
	OROVILLE	2
	PARADISE	1
	PETALUMA	3
	QUINCY	1
	RED BLUFF	2
	REDDING	3
	ROCKLIN	3
	ROSEVILLE	4
	SAN FRANCISCO	3
	SANTA ROSA	4
	SUSANVILLE	1
	TRUCKEE	2
	UKIAH	2
	WEAVERVILLE	1
	WILLOWS	1
	YREKA	1
	YUBA CITY	3

II	OFFICE	TABLETS
	CAPITOLA	3
	FREMONT	3
	GILROY	2
	HAYWARD	4
	HOLLISTER	1
	KING CITY	1
	LOS GATOS	4
	OAKLAND	4
	OAKLAND COLISEUM	4
	PLEASANTON	2
	REDWOOD CITY	4
	SALINAS	3
	SAN JOSE	4
	SAN JOSE DLPC	4
	SAN MATEO	4
	SANTA CLARA	4
	SANTA TERESA	3
	SEASIDE	3
	WATSONVILLE	2

III	OFFICE	TABLETS
	CARMICHAEL	4
	CONCORD	4
	DAVIS	2
	EL CERRITO	4
	FAIRFIELD	3
	FOLSOM	4
	JACKSON	2
	LODI	3
	MANTECA	4
	NAPA	3
	PITTSBURG	3
	PLACERVILLE	2
	SACRAMENTO	4
	SAN ANDREAS	1
	WEST SAC CDTC	3
	SONORA	2
	SOUTH LAKE TAHOE	2
	STOCKTON	4
	TRACY	2
	VACAVILLE	2
	VALLEJO	2
	WALNUT CREEK	3
	WEST SAC CDTC	3

IV	OFFICE	TABLETS
	ARVIN	2
	BAKERSFIELD	4
	BAKERSFIELD SW	4
	BISHOP	1
	CLOVIS	3
	COALINGA	1
	DELANO	2
	FRESNO	4
	FRESNO CDTC	3
	FRESNO NORTH	4
	HANFORD	3
	LAKE ISABELLA	1
	LANCASTER	4
	LOS BANOS	2
	MADERA	3
	MARIPOSA	1
	MERCED	3
	MODESTO	4
	PORTERVILLE	2
	RIDGECREST	1
	REEDLEY	3
	SHAFTER	2
	TAFT	1
	TULARE	2
	TURLOCK	3
	VISALIA	3

V	OFFICE	TABLETS
	ARLETA	4
	CULVER CITY	4
	GLENDALE	4
	GOLETA	2
	HOLLYWOOD COLE	4
	HOLLYWOOD WEST	3
	LOMPOC	2
	NEWHALL	3
	OXNARD	4
	PASO ROBLES	2
	SAN LUIS OBISPO	3
	SANTA BARBARA	3
	SANTA MARIA	3
	SANTA MONICA	4
	SANTA PAULA	2
	SIMI VALLEY	3
	THOUSAND OAKS	3
	VAN NUYS	3
	VENTURA	3
	WINNETKA	4

VI	OFFICE	TABLETS
	BELL GARDENS	4
	BELLFLOWER	4
	COMPTON	4
	EL MONTE	4
	GARDENA CDTC	3
	HAWTHORNE	4
	INGLEWOOD	4
	LINCOLN PARK	4
	LONG BEACH	4
	LOS ANGELES	4
	MONTEBELLO	4
	PASADENA	4
	SAN PEDRO	3
	TORRANCE	3
	WEST COVINA	4

VII	OFFICE	TABLETS
	BARSTOW	2
	FONTANA	3
	FONTANA CDTC	3
	FULLERTON	4
	NEEDLES	1
	NORCO	3
	POMONA	4
	RANCHO CUCAMONGA	4
	REDLANDS	3
	RIVERSIDE	4
	RIVERSIDE EAST	4
	SAN BERNARDINO	4
	SANTA ANA	4
	STANTON DLPC	4
	VICTORVILLE	3
	WESTMINSTER	4
	WHITTIER	4

VIII	OFFICE	TABLETS
	BANNING	3
	BLYTHE	1
	BRAWLEY	2
	CHULA VISTA	4
	COSTA MESA	4
	EL CAJON	4
	EL CENTRO	3
	HEMET	3
	INDIO	3
	LAGUNA HILLS	3
	OCEANSIDE	4
	PALM DESERT	3
	PALM SPRINGS	2
	POWAY	3
	SAN CLEMENTE	3
	SAN DIEGO CLAIREMONT	4
	SAN DIEGO NORMAL	4
	SAN MARCOS	4
	SAN YSIDRO	4
	TEMECULA	4
	TWENTYNINE PALMS	2

TOTAL = 497
 OLD TABLETS = 129
 NEW TABLETS = 368

Appendix: G—Kiosks

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSSAE Finding 1.6.E and Strike Team Initiative for SST expansion
PROJECT LEAD	Communication Programs Division (CPD) Project leads: Michele Ames/Coleen Durbin, Sponsors: Sonia Huestis (CPD), Rico Rubiono (ISD) and Coleen Solomen (FOD)
SUPPORT	Department of Motor Vehicles (DMV) staff, SST vendor (ITI), Sonia Huestis, Communication Programs Division (CPD), Information System Division (ISD), Field Office Division (FOD), Administrative Services Division (ASD)
LOCATION	Statewide
PROJECT TITLE	Kiosk Expansion (Self-Service Terminals)
PROJECT DESCRIPTION (\$ and PY Needs)	Increase amount of SSTs and services throughout the state in both field offices and external locations. Increase the type of transactions available to customers on the SSTs. Increase the number of languages available to customers using the SSTs. Cost: BCP 19/20 ask for \$8.3 million, increasing to \$16.7 million ongoing. This assumes 6.2 million transactions at \$3.95 per transaction. (Total budget is 24.7 million ongoing. Post installment there is an average of 6 months for usage to pick up.
DELIVERABLES	Expansion - adding 200 terminals by the end of December 2019 to reduce congestion and wait times in the field offices. Add 10 additional languages (in accordance with Dymally Allatore) by August 2019 • Adding the following languages; Chinese, Vietnamese, Punjabi, Tagalog, Korean, Farsi, Arabic, Armenian, Hindi, and Russian. Currently available in English and Spanish. 1) Driver license record 2) vehicle registration history record. 3) Replacement registration card and sticker. 4) Duplicate Driver License
METRICS	Volume of transactions completed on the SSTs by location. Increase retail location usage with marketing (redirect signage for retail SST on nearby field offices). Evaluate SST customer usage by location type based on historical data. Current usage data in section below.
TIMELINE	January 2019 -June 2019- Assess and negotiate SST locations- see methodology below. June 2019 – Planned deployment of 200 SSTs (Assumes 10 SSTs per week). July – August 2019 – Add 10 new languages. March 2019 – October 2019 – New Services: 1) Driver license record and 2) vehicle registration history record. March 2019 - December 2019 – New Services: 3) Replacement registration card and sticker. TBD-New Service: 4) Duplicate Driver License
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Other state motor vehicle departments/bureaus are utilizing SSTs to assist customers and alleviate field office traffic/wait times, they include: Nevada, Hawaii, Indiana and New York. SSTs are placed in field office locations conducting high volume vehicle registration renewals. For external locations, DMV targets demographic areas where customers would benefit most (e.g. near high volume field offices, locations where cash is preferred method of payment, major populated areas where DMV parking affects customers, rural locations not near a field office). DMV will continue to market SSTs to customer through the DMV website, How to Videos, social media, renewal notices, field office message boards, and through various public service announcement channels. DMV will also partner with external locations to market the SSTs via weekly retail ads, In-Store signage, company webpages.

Appendix: G—Kiosks (cont.)

Kiosk Placement Methodology

Field office locations

- Field offices with a high number of Vehicle Registration (VR) renewal transactions. As VR renewals are relatively simple transactions, placing an SST inside an office with a particularly high VR renewal count helps relieve DMV employees so they can focus on transactions that are more complex.

External SSTs locations

- Near DMV offices with an existing SST. DMV targeted demographic areas where customers would benefit most from the convenience and flexibility of using SSTs at non-DMV locations.
- Near high-volume field offices that have high customer usage of the internal SST.
- Near large field offices where cash is the preferred method of payment.
- DMV's second strategy was to place external SSTs, near DMV offices with no existing SST.
- Target customers who live in highly populated cities where commute traffic is heavy and parking is limited, and those who live in rural areas where DMV services are limited.

The following chart shows the first 100 locations to be installed (10 per week):

Install Week	Location	Address	City	Zip
5/6/19	DMV	14400 Van Nuys Blvd	Arleta	91331
	DMV	655 W Olive Ave	Fresno	93728
	DMV	909 W Valencia Dr	Fullerton	92832
	DMV	1335 W Glenoaks Blvd	Glendale	91201
	DMV	1511 N Gaffey St	San Pedro	90731
	DMV	260 E Laurel Dr	Salinas	93906
	DMV	2570 Corby Ave	Santa Rosa	95407
	DMV	2103 Shaw Ave	Clovis	93611
	DMV	55 South Lincoln St	Stockton	95203
	DMV	323 E Bidwell A	Folsom	95630

5/13/19	DMV	721 West Ave L6	Lancaster	93535
	DMV	9520 East Artesia Blvd	Bellflower	90706
	DMV	1330 E First St	Santa Ana	92701
	DMV	180 Martinvale Ln	San Jose	95119

	DMV	825 E Monte Vista Ave	Turlock	95382
	DMV	107 Parmac Rd #1	Chico	95926
	DMV	814 West L St	Los Banos	93635
	DMV	631 Jefferson St	Delano	93215
	DMV	8026 Hemlock Ave	Fontana	92336
	DMV	274 E Cross Ave	Tulare	93274
5/20/19	DMV	3190 S Higuera St	San Luis Obispo	93401
	DMV	44480 Jackson St	Indio	92201
	DMV	1310 N Waterman Ave	San Bernardino	92404
	DMV	13700 Hoover St	Westminster	92683
	DMV	9338 S Painter Ave	Whittier	90605
	Foods Co	1030 E Alisal St	Salinas	93905
	Foods Co	4838 E Kings Cyn Rd	Fresno	93727
	Foods Co	1850 W Lacey Blvd	Hanford	93230
	Foods Co	1210 E Prosperity Ave	Tulare	93274
	Ralphs	22915 Victory Blvd	West Hills	91307
5/27/19	Ralphs	101 Old Grove Rd	Oceanside	92057
	Ralphs	49908 Jefferson	Indio	92201
	Ralphs	6155 Magnolia Ave	Riverside	92506
	Ralphs	3350 La Sierra Ave	Riverside	92503
	Ralphs	27760 N. McBean Pkwy	Valencia	91354
	Ralphs	17250 Saticoy St	Van Nuys	91406
	Ralphs	14440 Burbank Blvd	Van Nuys	91401
	Ralphs	10901 Ventura Blvd	Studio City	91604
	Ralphs	305 W Imperial Hwy	Brea	92821
	Ralphs	7257 W Sunset Blvd	W Hollywood	90046

6/3/19	Ralphs	201 Madonna Rd	San Luis Obispo	93405
	Ralphs	1240 Los Osos Valley Rd	Los Osos	93402
	Ralphs	42150 Washington St	Bermuda Dunes	92203
	Ralphs	30125 Antelope Rd	Menifee	92584
	Ralphs	2652 Jamacha Rd	El Cajon	92019
	Ralphs	4444 University Pkwy	San Bernardino	92407
	Ralphs	12201 Highland Ave	Rancho Cucamonga	91739

	Ralphs	7243 Haven Ave	Rancho Cucamonga	91701
	Ralphs	2417 E Valley Pkwy	Escondido	92027
	Vons	5688 Telephone Rd	Ventura	93003
6/10/19	Foods Co	7421 W Stockton Blvd	Sacramento	95823
	Ralphs	74884 County Club Dr	Palm Desert	92260
	Ralphs	1733 E Palm Canyon Dr	Palm Springs	92264
	Ralphs	425 S Sunrise Way Bldg A	Palm Springs	92262
	Foods Co	3657 W. Shaw Ave	Fresno	93711
	Foods Co	8200 Rosedale	Bakersfield	93312
	Ralphs	7369 Milliken Ave	Rancho Cucamonga	91730
	Ralphs	29675 The Old Rd	Castaic	91384
	Ralphs	19781 Rinaldi St	Northridge	91326
	Ralphs	14049 Ventura Blvd	Sherman Oaks	91423
6/17/19	Ralphs	3601 E Foothill Blvd	Pasadena	91107
	Vons	450 S Ventura Rd	Oxnard	93030
	Ralphs	5080 Rodeo Rd	Los Angeles	90016
	Ralphs	5035 Pacific Coast Hwy	Torrance	90501
	Ralphs	5241 Warner Ave	Huntington Beach	92649
	Ralphs	3011 Alta View Dr	San Diego	92139
	Ralphs	2700 Sepulveda Blvd	Manhattan Beach	90266
	Ralphs	659 E Palomar St	Chula Vista	91911
	Vons	2250 Otay Lakes	Chula Vista	91915
	Vons	845 College Blvd	Oceanside	92057

6/24/19	Vons	5610 Lake Isabella Blvd	Lake Isabella	93240
	Vons	15740 Laforge St	Whittier	90603
	Vons	7135 El Camino Real	Atascadero	93422
	Vons	163 S Turnpike Rd	Goleta	93111
	Albertsons	220 E Bonita Ave	San Dimas	91773
	Ralphs	18010 Chatsworth St	Granada Hills	91344
	Ralphs	5170 Hollister Ave	Goleta	93111
	Albertsons	39140 Winchester Rd	Murrieta	92563
	Albertsons	30901 Riverside Dr	Lake Elsinore	92530
	Albertsons	804 Avenida Pico	San Clemente	92673
7/1/19	Food 4 Less	4995 Shawline St	San Diego	92111
	Food 4 Less	5100 N Figueroa St	Los Angeles	90042
	Food 4 Less	12879 E. Foothill Blvd	Rancho Cucamonga	91739
	Food 4 Less	24440 Alessandro Blvd	Moreno Valley	92553
	Food 4 Less	6700 Cherry Ave	Long Beach	90805
	Foods Co	1465 S Broadway	Santa Maria	93454
	Foods Co	2443 H De La Rosa Sr St	Soledad	93960
	Foods Co	2505 Haley St	Bakersfield	93305
	Ralphs	6300 Irvine Blvd	Irvine	92620
	Ralphs	1413 Hawthorne Blvd	Redondo Beach	90278
7/8/19	Ralphs	2230 S Atlantic Blvd	Monterey Park	91754
	Ralphs	2600 S Vermont Ave	Los Angeles	90007
	Ralphs	306 Twin Oaks Vly Rd	San Marcos	92078
	Ralphs	910 Lincoln Blvd	Venice	90291
	Ralphs	10900 Magnolia Blvd	North Hollywood	91601
	Ralphs	2600 West Victory	Burbank	91505
	Ralphs	211 N Glendale Ave	Glendale	91206
	Ralphs	9470 Las Tunas Dr	Temple City	91780
	Ralphs	14919 E Whittier Blvd	Whittier	90605
	Ralphs	4033 Ball Rd	Cypress	90630

Appendix: G—Kiosks (cont.)

The following chart identifies the number of transactions completed at the self-service kiosks since October 2017. Notable increases in transactions at retail outlets, decreases due to holidays, tax months and registration trends.

Self-Service Terminal (Kiosk) Transactions

Date	DMV Field Offices	Retail	% Increase/Decrease	Libraries	UC Irvine	Mendota	AAA	Total
Oct-17	122,358	10,043		N/A	92	N/A	N/A	132,493
Nov-17	114,602	10,598	6	N/A	94	N/A	N/A	125,294
Dec-17	113,140	12,889	22	N/A	86	N/A	N/A	126,115
Jan-18	131,496	17,155	33	N/A	151	N/A	N/A	148,802
Feb-18	139,654	22,487	31	N/A	149	N/A	N/A	162,290
Mar-18	164,073	29,886	33	N/A	184	N/A	N/A	194,143
Apr-18	136,052	27,942	-7	N/A	184	N/A	62	164,178
May-18	154,238	32,195	15	N/A	239	N/A	109	186,672
Jun-18	141,716	32,825	2	N/A	236	N/A	177	174,777
Jul-18	139,563	34,511	5	N/A	245	N/A	187	174,319
Aug-18	141,483	33,979	-2	9	270	N/A	184	175,741
Sep-18	119,632	34,666	2	75	199	N/A	185	154,572
Oct-18	119,112	33,663	-3	123	203	N/A	228	153,101
Nov-18	110,526	35,771	6	194	157	27	249	146,675
Dec-18	100,144	39,380	10	238	103	23	248	139,888
Jan-19	126,200	46,863	19	288	150	117	302	173,618
Feb-19	127,110	50,568	8	281	184	159	326	178,302
Mar-19	150,882	64,586	28	356	190	236	373	215,841

Appendix: H—Business Partners

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team Recommendation
PROJECT LEAD	Andrew Conway, Michael Ferguson, Virginia VU from the Registration Operations Division
SUPPORT	Communication Programs Division, Information Systems Division, Legal Affairs Division
LOCATION	Statewide
PROJECT TITLE	Business Partners: Increase Public Use and Awareness of Services Offered through the Business Partner Automation (BPA)
PROJECT DESCRIPTION (\$ and PY Needs)	No current budget ask at this time. This project aims to increase business and consumer use of BPA as a service channel, thereby helping reduce the number of vehicle registration transactions in the field offices. DMV business partners have developed online tools that can easily perform these transactions, often with customized add-ons such as monthly payment plans and overnight mail service. Under this plan, DMV would host these applications on its website and pay the business partner a per transaction fee. This is similar to the arrangement behind DMV's extremely popular kiosks.
DELIVERABLES	<ol style="list-style-type: none"> 1. Partner with service providers to broaden awareness of Business Partners offerings and services on DMV's website. 2. Assess and where viable, provide BPA access to DMV Automation (DMVA) so that providers can offer more services to businesses and consumers. This proposal would require redirection of some staff to oversee the work.
METRICS	<ol style="list-style-type: none"> 1. Increase number of offerings on DMV's website for vehicle registration transaction processing handled in the field. (currently 1, while BPAs offer several more) 2. Percentage of vehicle registration transactions completed in DMV field offices (currently 17 percent) 3. Number of office visits for vehicle registration service (current number unknown)
TIMELINE	<ol style="list-style-type: none"> 1. Website offerings – 90-120 days 2. DMV Access – Six months for additional programming and staff redirection.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Existing rules, laws and regulations/website redesign needs

Appendix: I—REAL ID Background

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	DMV Operation
PROJECT LEAD	Robbie Crockett (Administrative Services Division); Wesley Goo (Licensing Operations Division)
SUPPORT	Kristin Triepke (Licensing Operations Division); Rico Rubiono (Information Systems Division)
LOCATION	Field Office/External Partners/Online
PROJECT TITLE	REAL ID Background
PROJECT DESCRIPTION (\$ and PY Needs)	Since January 22, 2018, DMV has issued approximately 3.5 million REAL ID compliant driver license and identification cards. Given the impending federal enforcement date of October 1, 2020, what additional approaches to consider to minimize the impact to the field offices that avoid significant, unbearable wait times? This project will address the compliance of REAL ID with the Department of Homeland Security and monitor the compliance rate of Californians while ensuring other initiatives that support REAL ID continue. Enhance the customer experience that has customers better prepared upon field office visit. Additional, working with other states and through the American Association of Motor Vehicle Administrators, continue to explore other best practices that have been successful in other jurisdictions.
DELIVERABLES	<ol style="list-style-type: none"> 1. DHS determination of REAL ID compliance for California. 2. DMV to provide letter to those approximately 3.5 million REAL ID cardholders who must provide a second residency document. Customers must simply return the letter back to DMV that serves as proof of the second residency document. 3. Promulgate emergency regulations that revises the existing list of acceptable second residency documents. 4. Develop "other state" report that tracks what other states are doing, including other best practices, adoption rate to REAL ID, and any significant challenges. 5. Continually track DHS activity with regards to other states' compliance, and potential changes to the enforcement date.
METRICS	<ol style="list-style-type: none"> 1. Adoption rate for REAL ID compliance. Estimate overall compliance at 75%. 2. Compliance rate for those REAL ID cardholders who received the letter requesting second residency.
TIMELINE	<ol style="list-style-type: none"> 1. DHS determination of REAL ID compliance for California - May 2019. 2. Training and Procedures for collecting second residency document - April, 2019. 3. Require Second Residency from Field Office Customers - April, 2019. 4. Programming to field office EASE application - May 2019. 5. File Pass to identify REAL ID cardholders who provided one residency document - May, 2019. 6. Submit letter to those REAL ID cardholders who provided one residency document - June 2019. 7. Draft emergency regulations - May, 2019. 8. Develop report for tracking other states, including DHS activity - June, 2019. 9. Implement recommendations for enhancing the customer experience - July 2019.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Continuously work with the TSA and airports. Consider public messaging to ensure a traveling citizen has physical REAL ID card in hand prior to October 1, 2020 (possibly by September 1, 2020). Assumption is that DHS will deem California compliant to the REAL ID Act prior by May 24, 2019.

Appendix: I—REAL ID Background (cont.)

REAL ID Chronology of Key Activities

Date	Activity
May 11, 2005	President of the United States signed House of Representatives Bill 1268, also known as the REAL ID Act, into law, with an operative date of May 11, 2008.
September 2005	Systematic Alien Verification for Entitlements (SAVE) system Memorandum of Understanding signed between DMV and DHS. This MOU continues the operational requirement to verify DL/ID card applicant's legal presence as required by the REAL ID Act.
January 2006	The formation of the California REAL ID Steering Committee.
February 9, 2006	The first California REAL ID Steering Committee is held. Primary discussion surrounding the impacts to the entire state and what needs to be done to prepare California prior to the May 11, 2008, implementation.
February 17, 2006	DMV provides an update to the Governor's Office on "REAL ID Act: California's Approach and Readiness."
March 14, 2006	Second California REAL ID Steering Committee meeting held. Discussions focused on February 23, 2006, Budget Hearing and Statewide Strategy for Projecting Costs held on February 28, 2006.
March 17, 2006	Letter from then Governor Schwarzenegger to US House of Representatives, Committee on Appropriations regarding REAL ID Act's impact on California and the need for grants to the states.
March 23, 2006	DMV was integral part of coordinating efforts with National Governor's Association, National Conference of State Legislatures to submit a letter to DHS expressing concerns and recommendations with the REAL ID Act.
April 26, 2006	Third California REAL ID Steering Committee meeting held. Discussions focused on statewide information technology implications.

Date	Activity
May 30, 2006	Fourth California REAL ID Steering Committee held which focused on reports from each of the steering committee work group leads.
August 17, 2006	DMV met with key legislative and administrative representatives to provide an update of the REAL ID project, status of the project consultant, and discussed the status of planning and strategies in development of the legislative reports required by the budget control language.
May 2, 2007	In co-sponsorship with the DHS and the California DMV, a Town Hall meeting was held at the University California Davis that included key DHS officials to hear public comments on the federal regulations of the REAL ID Act and address any concerns by the public. Over 350 members of the public were in the audience as well as over 1600 online users.
July 1 – September 30, 2007	<p>DMV continued an ongoing dialogue with DHS to ensure that California's interests were addressed as part of the final rule making. The California REAL ID Act Steering Committee met with Dr. Richard Barth, DHS Assistant Secretary, Office of Policy Development, in Sacramento to discuss significant issues related to the proposed REAL ID Act regulations including:</p> <ul style="list-style-type: none"> • Lack of federal funding (estimated cost to California was \$500 million to \$750 million). • Requirement for in-person renewals for over 24 million DL/ID cardholders within five years. • Short implementation timeframe (May 2008 to May 2013). • Requirements to use non-existent, national electronic verification systems • Privacy and security concerns.
October 1 – December 31, 2007	In anticipation of the final regulations being released, California continued to meet with DHS officials to further advocate for the state's interests and pursue a more practical and cost effective means of implementing REAL ID. In addition, California representatives also met with various REAL ID stakeholder groups as part of the planning and preparation activities for REAL ID.
January 29, 2008	Federal regulations published.

Date	Activity
April 1 – June 30, 2008	<p>Upon the release of the final REAL ID regulations on January 29, 2008, California continued discussions with DHS regarding ongoing concerns with the regulations. In addition, DMV continued to work with other groups such as the American Association of Motor Vehicle Administrators (AAMVA) and the National Governors Association relative to mutual concerns with the impact of REAL ID.</p> <p>As a best practice and in compliance with REAL ID, DMV incorporated a new process to collect and store a driver license applicant's true full name. Since transitioning to the new method, DMV can store up to 125 characters for each name, in contrast to the previous storage capacity of 35 characters. DMV employed a data security consultant to assess the status of its privacy and security policies, procedures, and processes. The assessment assisted DMV in the development of a Privacy and Security Roadmap used to meet the highest industry best practices as well as federally recognized standards for privacy and security.</p>
April 23, 2008	<p>CA DMV published "Assessment of the REAL ID Act Federal Regulations" which served as a discussion of the final regulations issued by DHS and the effect the regulations would have on the issuance of DL/ID cards in California. The assessment provides discussion surrounding concerns with the Act as well as potential cost estimates.</p>
December 2008	<p>DHS granted all states an extension until January 1, 2010, to comply with the "material compliance" provisions of REAL ID. California has continuously invested in improving procedures and technologies that are designed to make the state's DL/ID cards amongst the most secure in the nation. This approach brought California to at least 90% of the provisions for material compliance. California was preparing for legislative approval to move towards material compliance by authorizing the issuance of two card types, a California compliant DL card and a REAL ID compliant card. At this time, states that plan to issue REAL ID cards must meet material compliance requirements by January 2010. Upon being materially compliant, the states can request for an extension for full compliance to May 11, 2011. California is not advocating full compliance until ongoing issues of funding,</p>

Date	Activity
	privacy and security, design of the three new verification systems have been addressed.
February 27, 2009	A grant proposal was submitted for the FY 2009 Driver License Security Grant Program for \$1.8 million to be used for privacy and security enhancements.
December 8, 2009	Revised proposal was submitted to DHS for the 2008 REAL ID Demonstration Grant Program to indicate the \$3.2 million will be directed to the Field Office Document Imaging System.
December 2009	DHS stayed the January 1, 2010, deadline for "material compliance" but the May 11, 2011 deadline for "full compliance" remained the same.
February 18, 2010	Another grant proposal was submitted for the 2010 Driver License Security Grant Program for \$1.6 million to be directed to the Field Office Document Imaging System.
April 2010	With the naming of Janet Napolitano as the Secretary of DHS in 2009, a different approach to REAL ID was adopted. To address ongoing concerns with state representatives regarding current financial difficulties, as well as how to respond to future mandates of the REAL ID Act, the new administration expressed the intent to form a more unified approach and revise the REAL ID Act. As a result, DHS staff worked with the National Governor's Association to revisit the more problematic areas associated with current federal programs and their impact to the states. DMV continued to have concerns related to privacy and security, lack of federal funding, and the required use of national verification systems that were undeveloped and felt it was premature to make a commitment to full compliance with the REAL ID Act.
July - December 2010	DMV enhanced its website infrastructure so that departmental systems have the ability to offer secure electronic communications, enhanced identity management, and the ability to quickly develop web applications. This resulted in adding online transaction services for customers and not having to visit a field office in preparation for REAL ID traffic.

Date	Activity
	<p>In July 2010, the first stage consisting of the Identity Management, Driver History, Driver License Internet Renewal, Notice of Release of Liability, Occupational Licensing, Internet Change of Address, Internet Simple Refunds, and Shopping Cart applications were implemented. Then on December 22, 2010, the final stage consisting of the Vehicle History, Vehicle Registration Internet Renewal, FO Appointments, Fee Calculator, e-form (SR-1), Internet Personalized Plate and Email Notification, were implemented.</p>
<p>March 7, 2011</p>	<p>DHS published a final rule delaying the full compliance deadline for the REAL ID Act until January 15, 2013. DHS cited numerous reasons for the extension, including confusion caused by the introduction and consideration of the PASS ID Act, diminishing state budgets, and the continued need to be able to use state issued DL/ID cards for "official purposes," such as accessing a federal building or boarding a plane. California implemented best business practices that comply with many of the provisions of the REAL ID Act. Due to continued issues with funding, privacy and security, electronic verification systems, and the lack of legislative authority to implement the REAL ID Act, California was unable to comply with the REAL ID Act requirements.</p>
<p>Between 2011 and June 2012</p>	<p>DHS was to issue a Guidance Document that would have relaxed some of the requirements to verify source documents with systems that do not exist at this time or could be implemented with a different approach. However, in summer (2012), DHS decided that they would not issue a Guidance Document and instead released a brief question and answers document that provided limited modifications or flexibility.</p>
<p>June 1, 2012</p>	<p>DHS posted REAL ID Frequently Asked Questions (FAQs) to their website clarifying the minimum standards that states must meet to achieve full compliance with REAL ID in order to ensure that every state is afforded the opportunity to achieve full compliance in a practical manner.</p>

Date	Activity
December 20, 2012	Governor Brown letter to DHS requesting continued acceptance of CA DL/ID cards for official purposes.
January 18, 2013	DHS responded to the December 20, 2012, letter by requesting additional information to determine whether CA meets the security standards or has a comparable program.
February 20, 2013	BT&H Agency Secretary Kelly responded to the January 18, 2013, letter and provided the additional information DHS requested.
April 10, 2013	DHS responded to the February 20, 2013, letter indicating they were reviewing the information California provided.
December 20, 2013	<ul style="list-style-type: none"> • DHS announces a phased enforcement schedule. • DHS grants CA an extension until October 10, 2014.
April 21, 2014	<ul style="list-style-type: none"> • DMV letter to DHS requesting approval of proposed marking for federal non-compliant cards in preparation to begin issuing DLs to customer's without legal presence. • Phase 1 - REAL ID access enforced at restricted areas at DHS's headquarters complex.
May 1, 2014	DHS responds to DMV's April 21, 2014, letter indicating the proposed card marking would not comply with REAL ID.
July 21, 2014	Phase 2 - REAL ID access enforced at restricted areas at all federal facilities and nuclear power plants.
August 20, 2014	DMV responds to DHS's May 1, 2014, letter by proposing a different marking for federal non-compliant cards in preparation to begin issuing DLs to customer's without legal presence.
September 17, 2014	DHS responds to DMV's August 20, 2014, letter indicating that DMV's proposed marking for the federal non-compliant card would comply with REAL ID.
October 9, 2014	DMV letter to DHS requesting an extension.

Date	Activity
December 29, 2014	Federal regulations updated to delay full compliance to 2020.
January 2, 2015	CA began offering DL cards to applicants who are unable to show proof of legal presence and marked these non-compliant cards with the term "FEDERAL LIMITS APPLY." Additionally, California began scanning and retaining all birthdate/legal presence documents submitted by all original DL/ID card applicants.
January 5, 2015	DHS letter to DMV granting CA an extension until October 10, 2015.
April 21, 2015	DMV responded to a DHS survey about the challenges of implementing REAL ID. DHS planned to use the information for a study and possibly make revisions to the REAL ID Act or regulations, expected to be released in December 2015; however, the survey was never officially released. Many of the survey questions inferred that DHS may possibly revise the regulations in favor of the states.
October 9, 2015	Governor Brown signed AB 1465 which authorized DMV to require proof of residency for original DL/ID card applicants.
October 10, 2015	Phase 3 - REAL ID access enforced at semi-restricted areas at all federal facilities.
December 14, 2015	DMV letter to DHS requesting an extension.
December 29, 2015	DHS letter to DMV granting CA an extension until October 10, 2016.
January 8, 2016	DHS released the timeline for the final phase of REAL ID implementation.
June 2, 2016	DMV letter to DHS requesting a compliance determination.
July 1, 2016	DMV begins requiring proof of residency for all original DL/ID card applicants.
August 5, 2016	DMV letter to DHS providing additional information for a compliance determination.
September 13, 2016	Governor Brown signed SB 838 which modified the term of the senior identification card from 10 years to 8 years. Additionally, it made other corresponding REAL ID changes, such as an individual can only hold one REAL ID driver license or identification card, not both.

Date	Activity
October 7, 2016	DHS letter to DMV granting CA an extension until June 6, 2017.
December 30, 2016	DMV letter to DHS requesting a compliance determination.
January 18, 2017	DHS letter to DMV granting CA an extension until October 10, 2017.
September 13, 2017	Governor Brown letter to DHS requesting an extension.
October 16, 2017	DHS grants CA an extension until October 10, 2018.
January 22, 2018	<ul style="list-style-type: none"> • DMV begins implementation of REAL ID. • Phase 4 - REAL ID access enforced for boarding federally-regulated commercial aircraft.
February 22, 2018	DMV submits to DHS a final compliance package.
March 28, 2018	DHS requested a recently developed full compliance check list that would help individuals who have not been a part of the REAL ID review process gain a better understanding of California's compliance with the requirements of the regulation. DHS also requested the comments section of the check list be completed to specifically address sections 37.13(b)(3),(4), and (5) as well as 37.29 Finally, DHS requested information on when California plans to connect to the State To State verification system.
April 2, 2018	DHS requested that the certification from the California Attorney General be part of the final certification package. Prior communication from DHS was that this letter did not need to come directly from the Attorney General and could be from the California DMV Director.
June 28, 2018	DMV responded, in part, to DHS' request from March 28, 2018. The completed compliance check list was provided as well as the exception process as described in California regulations. The certification by the California Attorney General was not provided although was expected shortly.
June 29, 2018	DMV electronically sent the certification by the California Attorney General to DHS. Hard copy was sent by the California Attorney General's office.

Date	Activity
September 14, 2018	DMV confirmed with AAMVA of an established date of October 2022 for beginning State to State. Additionally, a revised full compliance checklist was provided.
September 18, 2018	DHS requested information on whether California DMV is marking temporary/limited term licenses with an indicator on the license that it is temporary/limited term. Additionally, DHS stated that they noticed on our website that an individual has to provide only one proof of residency. Two proofs of residency are required under the regulation.
September 28, 2018	In response to DHS' question, California does provide an indicator on the license if it is a temporary license or limited term. Additionally, the indicator exists in the machine-readable zone. However, DMV is pursuing programming changes to provide a more prominent indicator by January 1, 2019. For the second item, DMV received approval from Steve Yonkers, Director, Identity and Credentialing/REAL ID Program on requiring only one residency document similar to Wisconsin since we are using a similar practice.
October 1, 2018	Steve Yonkers provided brief update on California's compliance package indicating that DHS attorneys are reviewing the information DMV submitted and will let us know.
October 5, 2018	DHS letter to Governor Brown granting California an extension through January 10, 2019, to give DHS enough time to finish processing California's certification package.
November 21, 2018	DHS letter to DMV requesting a corrective action plan identifying California's timeline for implementing a revised residency document process.
December 21, 2018	DMV submitted a corrective action plan to DHS stating DMV will begin requiring customers coming in for a new REAL ID DL/ID card to provide two proofs of residency starting in April 2019. Additionally, in Spring 2019, DMV will begin collecting a second residency document from customers already in possession of a REAL ID card at the time of their next renewal.
January 9, 2019	DMV established a manual process to collect second residency documents from customers if available.

Date	Activity
January 10, 2019	DHS letter to Governor Newsom granting California an extension through April 10, 2019, to give DHS enough time to finish processing California's certification package.
April 4, 2019	DMV provided a more detailed corrective action plan to DHS regarding the collection of residency documents from REAL ID customers.
April 8, 2019	DHS letter to Governor Newsom granting California a grace period through May 24, 2019, to allow California the opportunity to begin implementing its formal corrective action plan by April 29, 2019.
October 1, 2020	Full REAL ID compliance date. No state extensions after this date.

Appendix: J—REAL ID Staffing

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	DMV Operation
PROJECT LEAD	Field Operations: Coleen Solomon, Jill Ledden, Theresa Hicks
SUPPORT	Administrative Services Division
LOCATION	Field Offices
PROJECT TITLE	Real ID- Staffing
PROJECT DESCRIPTION (\$ and PY Needs)	<p>The department projects that 75% of current DL/ID card holders and new applicants will choose to have a federal compliant DL/ID card over a five-year period (Originals – 6.1 million and Renewal/Conversion – 22.1 million). This workload will require an additional 784 Motor Vehicle Representative to process the workload and 140 Manager I positions to ensure an appropriate span of control and position allocation. Of the 784 MVR positions, 300 will receive funding in May 2018. To ensure hiring is expedited FOD will either hire the first 300 as Emergency Appointments or as subsequent hires from previous opportunity bulletins. The remaining 484 MVRs and 140 Manager I positions will be advertised through the traditional competitive hiring process.</p> <p>The following methodology was used when determining temporary PY allocation: Staff the DLPCs up to full capacity. Staff offices in high demand areas with greater opportunities to increase throughput. Staff offices with Saturday and extended hours. Staff top 20 identified offices with a high wait time in March 2019.</p> <p>Field offices that fell into these categories were then evaluated, and the total number of PYs allocated to each office were based off of a point system where each office that scored greater than one point, received 3PYs times the number of points received, up to 9 PYs. The offices that scored only 1 point received 2 PYs, and offices with a March high wait time received 4 PYs, up to the total 9 PYs.</p> <p><u>MVR Allocation:</u> Phase 1 MVR: Bring the DLPCs up to full capacity and allocate half of the authorized positions for the offices that are receiving up to 9 PYs. Phase 2 MVR: Distribute remaining full-time PYs to offices in high demand areas with greater opportunities to increase throughput, those in Saturday and Extended office hour locations, field offices with high March wait times, and the strategically identified perm part-time positions.</p> <p><u>Manager Allocation:</u> Field offices were evaluated for the number of current and proposed MVR to Manager I ratio. The Manager I positions were then allocated as follows to ensure the Manager I to MVR ratio did not exceed 12:1. All DLPCs received two Manager I positions. Offices with a ratio of 22-33 MVRs per Manager I received two Manager I positions, and those offices that had a ratio of 11 – 21 MVRs per Manager I received one additional Manager I.</p> <p><u>Costs:</u> Current year total \$44.3 million (split between two separate current year JLBC requests) 19/20 BCP \$150 million See separate page for this appendix for staffing methodologies</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Reduce field office wait times. 2. Improve customer service. 3. Provide continuous window service level throughout the day. 4. Improved employee morale. 5. Reduction in overtime costs. 6. Increase appointment availability. 7. Increase the number of REAL ID compliant credentials issued. 8. Extend hours in 52 additional offices.
METRICS	<ol style="list-style-type: none"> 1. Maintain appointment and non-appointment average wait time levels to meet department goals - currently, 15 minutes and 45 minutes, respectively. 2. Improved Customer Survey responses 3. Increase appointment availability by 10 percent 4. Reduce overtime costs by 10% by September 2020. 5. Number of Real ID issued.
TIMELINE	<p><u>Phase 1 Allocation of MVRs: May through June 2019:</u> Onboard 300 MVR employees as either Emergency Appointments or as subsequent hires from previous hiring efforts.</p> <p><u>Phase 2 Allocation of MVRs: May 2019:</u> Advertise to allow DMV the opportunity to utilize a new Cert List from the online MVR exam, which will be operational sometime in April of 2019.</p> <p><u>July through September 2019:</u> Onboard 682 MVR employees and managers.</p> <p><u>Allocation of Manager I's: May through June 2019:</u> Advertise Manager I positions. Field offices will either hire managers based off subsequent hires from previous hiring efforts or through the typical competitive hiring process. <u>July through August 2019:</u> Onboard Manager I employees.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Specific allocations are located are provided on the next page in the appendix.

Appendix: J—REAL ID Staffing (cont.)

Field Office Volumes and Positions by Task and Transaction Type			
Time		FY 2019/20	Formula - Volume x Time Value in Minutes / 60 (convert to hours)/ 1,778 (convert to Pys)
(min)			
Driver License/ID Card Originals:			
	Volume - DL	786,749	
	Volume - ID	583,524	
	Total	1,370,273	
2	Positions - DL	14.7	=786,749*2/60/1,778
2	Positions - ID	10.9	=583,524*2/60/1,778
	Sub-Total	25.7	
DL/ID Card Renewals (Alternative Channel Customers)& Conversions:			
	Volume - DL	2,149,594	
	Volume - ID	175,054	
	Conversion DL	2,698,770	
	Conversion ID	689,079	
	Total	5,712,497	
14	Positions - DL	636.3	=(2,149,594+2698770)*14/60/1,778
13	Positions - ID	105.3	=(175,054+689,079)*13/60/1,778
	Sub-Total PY	741.6	
DL/ID Card Renewals (Required to go to Field Office):			
	Volume - DL	2,384,712	
	Volume - ID	334,306	
	Total	2,719,018	
8	Positions - DL	178.8	=2,384,712*8/60/1,778
8	Positions - ID	25.1	=334,306*8/60/1,778
	Sub-Total PY	203.9	
Assume 2/3 of Field Offices will require 2 Pys to triage the customers in line prior to start here			
	Volume		
	Positions	230.0	=2/3 of 172 field offices *2
Return Visits - 20% of all DL/ID customers who opt in to Real ID will require a subsequent visit to complete transactions			
	Volume	1,960,358	
8	Positions	147.0	=1,960,358*8/60/1,778
Start Here Talk Time - 100% of all DL/ID customers in FO (3 min for all customers & 2 minutes for return visits):			
2	Volume of returns	1,960,358	
3	Volume of all customers	10,633,795	
	Positions	335.8	=(1,960,358*2/60/1,778)+(10,633,795*3/60/1,778)
Sub total		1,684.0	
	MGR1 Overhead PY's	140.3	=1,684/12 MGR1s org chart span of control is 12:1 ratio
	FOD HQ Staff	5.0	Field Office Headquarters staff for Fiscal Mngmnt, HR, Business Services, IT and Customer Service Technology
	Human Resources Staff	8.0	Approximately 200:1 ratio for new staff (1,684/200)
	DLPC Staff	58.0	Non Transaction Processing Staff needed for the DLPCs
	US Pass	5.0	Approximately 9,700 hours of work annually for US Passport and Card Validation
Total Positions:		1,900.3	

Appendix: J—REAL ID Staffing (cont.)

Windows Available Across the 8 Regions, All 172 Field Offices			
Region	“Start Here” Window	“Test Correction” Window	“Production Counter” Windows
<i>Region I</i>	23	6	297
<i>Region II</i>	39	32	344
<i>Region III</i>	25	16	288
<i>Region IV</i>	28	19	279
<i>Region V</i>	45	33	365
<i>Region VI</i>	30	26	325
<i>Region VII</i>	30	26	333
<i>Region VIII</i>	25	23	360
TOTAL	245	181	2591

Appendix: J—REAL ID Staffing (cont.)

300 Position Allocations

Perm Full-time DLPC positions									
Half of the allocated positions for offices that are receiving up to 9 Pys									
Region	# Offices	# Pys							
I	5	25							
II	6	46							
III	4	20							
IV	1	5							
V	8	43							
VI	11	55							
VII	6	31							
VIII	15	75							
	56	300							
Field offices will make hires based off of past hiring efforts by re-reviewing 1308 interview scores and reaching further on the 8055 application scoring matrix. Where previous candidates are not available, Emergency Appointments will be made.									

Region	Location	New PY Allocation First Phase (Eas)	Region	Location	New PY Allocation First Phase (Eas)
I	Daly City	5	II	San Jose DLPC	21
I	Petaluma	5	II	Fremont	5
I	San Francisco	5	II	Hayward	5
I	Santa Rosa	5	II	Oakland Claremont	5
I	Yuba City	5	II	Redwood City	5
		25	II	Santa Clara	5
					46

Region	Location	New PY Allocation First Phase (Eas)	Region	Location	New PY Allocation First Phase (Eas)
III	Carmichael	5	IV	Lancaster	5
III	Concord	5			5
III	El Cerrito	5			
III	Sacramento Broadway	5			
		20			

Region	Location	New PY Allocation First Phase (Eas)	Region	Location	New PY Allocation First Phase (Eas)
V	Granada Hills DLPC	8	VI	Bell Gardens	5
V	Arleta	5	VI	Bellflower	5
V	Culver City	5	VI	Compton	5
V	Glendale	5	VI	Hawthorne	5
V	Hollywood and Cole - DL only	5	VI	Inglewood	5
V	Santa Monica	5	VI	Lincoln Park	5
V	Van Nuys	5	VI	Long Beach	5
V	Winnetka	5	VI	Los Angeles	5
		43	VI	Montebello	5
			VI	Torrance	5
			VI	West Covina	5
					55

Region	Location	New PY Allocation First Phase (Eas)	Region	Location	New PY Allocation First Phase (Eas)
VII	Stanton DLPC	6	VIII	Chula Vista	5
VII	Fullerton	5	VIII	Costa Mesa	5
VII	Rancho Cucamonga	5	VIII	El Centro	5
VII	Redlands	5	VIII	Hemet	5
VII	Victorville	5	VIII	Laguna Hills	5
VII	Westminster	5	VIII	Oceanside	5
		31	VIII	Palm Desert	5
			VIII	Palm Springs	5
			VIII	Poway	5
			VIII	San Clemente	5
			VIII	San Diego Clairemont	5
			VIII	San Marcos Rancher	5
			VIII	San Ysidro	5
			VIII	Temecula	5
			VIII	Twentynine Palms	5
					75

Appendix: J—REAL ID Staffing (cont.)

140 Manager I - Hiring Plan

Region	# Offices	# Pys
I	16	17
II	15	16
III	18	22
IV	14	16
V	19	20
VI	14	14
VII	13	14
VIII	19	21

128 **140**

Manager Allocation:

All DLPCs received two Manager I positions

Offices with a ratio of 22-33 MVRs per Manager I received two Manager I positions, and those offices that had a ratio of 11 – 21 MVRs per Manager I received one additional Manager I.

7 Region Relief Manager I's

FO_Region	Building Name	Additional MGR 1 Allocation	FO_Region	Building Name	Additional MGR 1 Allocation
I	Auburn	1	II	Fremont	1
I	Chico	1	II	Gilroy	1
I	Daly City	1	II	Hayward	1
I	Eureka	1	II	Los Gatos	1
I	Novato	1	II	Oakland Claremont	1
I	Petaluma	1	II	Pleasanton	1
I	Red Bluff	1	II	Redwood City	1
I	Redding	1	II	Salinas	1
I	Rocklin	2	II	San Jose	1
I	Roseville	1	II	San Jose - DLPC	2
I	San Francisco	1	II	Santa Clara	1
I	Santa Rosa	1	II	Santa Teresa	1
I	Truckee	1	II	Seaside	1
I	Ukiah	1	II	Watsonville	1
I	Yuba City	1	II	Region - Travel Relief	1
I	Region - Travel Relief	1			16
		17			

FO_Region	Building Name	Additional MGR 1 Allocation	FO_Region	Building Name	Additional MGR 1 Allocation
III	Concord	2	IV	Arvin	1
III	Davis	1	IV	Bakersfield Southwe	1
III	El Cerrito	1	IV	Clovis	1
III	Fairfield	2	IV	Fresno	1
III	Folsom	2	IV	Hanford	1
III	Lodi	2	IV	Lancaster	1
III	Manteca	1	IV	Madera	1
III	Napa	1	IV	Merced	2
III	Pittsburg	1	IV	Modesto	1
III	Placerville	1	IV	Porterville	1
III	Sacramento La Mancha	1	IV	Shafter	1
III	Stockton	1	IV	Tulare	1
III	Tracy	1	IV	Turlock	2
III	Vacaville	1	IV	Visalia	1
III	Vallejo	1			16
III	Walnut Creek	1			
III	Woodland	1			
III	Region - Travel Relief	1			
		22			

FO_Region	Building Name	Additional MGR 1 Allocation	FO_Region	Building Name	Additional MGR 1 Allocation
V	Arleta	1	VI	Bell Gardens	1
V	Culver City	1	VI	Bellflower	1
V	Granada Hills - DLPC	2	VI	Compton	1
V	Hollywood and Cole (DL only)	1	VI	El Monte	1
V	Lompoc	1	VI	Hawthorne	1
V	Newhall	1	VI	Inglewood	1
V	Oxnard	1	VI	Lincoln Park	1
V	Paso Robles	1	VI	Long Beach	1
V	San Luis Obispo	1	VI	Montebello	1
V	Santa Barbara	1	VI	Pasadena	1
V	Santa Maria	1	VI	San Pedro	1
V	Santa Monica	1	VI	Torrance	1
V	Santa Paula	1	VI	West Covina	1
V	Simi Valley	1	VI	Region - Travel Relief	1
V	Thousand Oaks	1			14
V	Van Nuys	1			
V	Ventura	1			
V	Winnetka	1			
V	Region - Travel Relief	1			
		20			

FO_Region	Building Name	Additional MGR 1 Allocation	FO_Region	Building Name	Additional MGR 1 Allocation
VII	Barstow	1	VIII	Banning	1
VII	Fontana	1	VIII	Brawley	1
VII	Fullerton	1	VIII	Chula Vista	1
VII	Norco	1	VIII	Costa Mesa	1
VII	Rancho Cucamonga	1	VIII	El Cajon	1
VII	Redlands	1	VIII	El Centro	2
VII	Riverside East	1	VIII	Hemet	1
VII	San Bernardino	1	VIII	Laguna Hills	1
VII	Stanton - DLPC	2	VIII	Oceanside	1
VII	Victorville	1	VIII	Palm Desert	1
VII	Westminster	1	VIII	Palm Springs	2
VII	Whittier	1	VIII	Poway	1
VII	Region - Travel Relief	1	VIII	San Clemente	1
		14	VIII	San Diego Clairemont	1
			VIII	San Marcos Rancho	1
			VIII	San Ysidro	1
			VIII	Temecula	1
			VIII	Twentynine Palms	1
			VIII	Region - Travel Relief	1
					21

Appendix: J—REAL ID Staffing (cont.)

484 Position Allocations

For Phase two:

Distributed remaining staff to offices in high demand areas with greater opportunities to increase throughput, those in Saturday and Extended office hour locations, at field offices with high March wait times, and the strategically identified perm part-time positions.

Region	# Offices	# Pys	PT Pys				
I	14	52	2				
II	16	49	2				
III	15	64	2				
IV	14	54	2				
V	14	52	0				
VI	14	62	2				
VII	14	65	2				
VIII	21	72	2				
	122	470	14	484			

Post Opportunity Bulletins by County to reach a greater span of applicants with the most efficient hiring tactics.

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
I	Butte	Chico		2
I	Humboldt	Eureka		2
I	Marin	Corte Madera	1	2
I	Marin	Novato		6
I	Mendocino	Ukiah		4
I	Placer	Auburn		2
I	Placer	Rocklin		2
I	Placer	Roseville		6
I	San Francisco	San Francisco		4
I	San Mateo	Daly City		4
I	Shasta	Redding	1	6
I	Sonoma	Petaluma		4
I	Sonoma	Santa Rosa	1	4
I	Sutter	Yuba City	1	4
		Total Perm Part-Time	4	
		Total PY	2	52

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
II	Alameda	Fremont		4
II	Alameda	Hayward		4
II	Alameda	Oakland Claremont		4
II	Alameda	Oakland Coliseum		2
II	Alameda	Pleasanton		6
II	Monterey	King City - half time PY trial only	1	
II	Monterey	Salinas		6
II	San Benito	Hollister - half time PY trial only	1	
II	San Mateo	Redwood City		4
II	San Mateo	San Mateo		2
II	Santa Clara	Gilroy		2
II	Santa Clara	Los Gatos		2
II	Santa Clara	San Jose		2
II	Santa Clara	San Jose DLPC	1	1
II	Santa Clara	Santa Clara	1	4
II	Santa Clara	Santa Teresa		6
		Total Perm Part-Time	4	
		Total PY	2	49

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
III	Contra Costa	Concord	1	4
III	Contra Costa	El Cerrito		4
III	Contra Costa	Pittsburg- half time PY trial only	1	
III	Contra Costa	Walnut Creek		2
III	Sacramento	Carmichael	1	4
III	Sacramento	Folsom		6
III	Sacramento	Sacramento Broadway		4
III	Sacramento	South Sacramento		6
III	San Joaquin	Lodi		6
III	San Joaquin	Stockton		2
III	San Joaquin	Tracy		6
III	Solano	Fairfield		6
III	Solano	Vallejo		6
III	Yolo	Davis	1	2
III	Yolo	Woodland		6

Total Perm Part-Time

4

Total PY

2

64

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
IV	Fresno	Clovis	1	6
IV	Fresno	Fresno		6
IV	Fresno	Fresno North		2
IV	Fresno	Reedley	1	2
IV	Kern	Bakersfield		6
IV	Kern	Bakersfield (Southwest)	1	2
IV	Kings	Hanford		2
IV	Los Angeles	Lancaster		4
IV	Madera	Madera	1	2
IV	Merced	Merced		6
IV	Stanislaus	Modesto		6
IV	Stanislaus	Turlock		2
IV	Tulare	Porterville		2
IV	Tulare	Visalia		6

Total Perm Part-Time

4

Total PY

2

54

Region	County	Location	New PFT PY Allocation Second Phase
V	Los Angeles	Arleta	4
V	Los Angeles	Culver City	4
V	Los Angeles	Glendale	4
V	Los Angeles	Granada Hills DLPC	0
V	Los Angeles	Hollywood and Cole - DL only	4
V	Los Angeles	Newhall	2
V	Los Angeles	Santa Monica	4
V	Los Angeles	Van Nuys	4
V	Los Angeles	Winnetka	4
V	San Luis Obispo	San Luis Obispo	6
V	Ventura	Oxnard	2
V	Ventura	Simi Valley	2
V	Ventura	Thousand Oaks	6
V	Ventura	Ventura	6
		Total PY	52

Region	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
VI	Bell Gardens		4
VI	Bellflower		4
VI	Compton		4
VI	El Monte		6
VI	Hawthorne		4
VI	Inglewood	4	4
VI	Lincoln Park		4
VI	Long Beach		4
VI	Los Angeles		4
VI	Montebello		4
VI	Pasadena		6
VI	San Pedro		6
VI	Torrance		4
VI	West Covina		4
Total Perm Part-Time		4	
Total PY		2	62

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
VII	Los Angeles	Pomona		6
VII	Los Angeles	Whittier		6
VII	Orange	Fullerton		4
VII	Orange	Santa Ana		2
VII	Orange	Stanton DLPC		1
VII	Orange	Westminster		4
VII	Riverside	Norco	1	6
VII	Riverside	Riverside East		6
VII	San Bernardino	Barstow		4
VII	San Bernardino	Fontana	1	6
VII	San Bernardino	Needles		2
VII	San Bernardino	Rancho Cucamonga	1	4
VII	San Bernardino	Redlands	1	4
VII	San Bernardino	San Bernardino		6
VII	San Bernardino	Victorville		4
		Total Perm Part-Time	4	
		Total PY	2	65

Region	County	Location	Total Perm Part-Time (1PPT = .5 PY)	New PFT PY Allocation Second Phase
VIII	Imperial	Brawley		2
VIII	Imperial	El Centro		4
VIII	Orange	Costa Mesa		4
VIII	Orange	Laguna Hills		4
VIII	Orange	San Clemente	1	4
VIII	Riverside	Banning		2
VIII	Riverside	Blythe		2
VIII	Riverside	Hemet		4
VIII	Riverside	Indio		2
VIII	Riverside	Palm Desert		4
VIII	Riverside	Palm Springs		4
VIII	Riverside	Temecula		4
VIII	San Bernardino	Twentynine Palms		4
VIII	San Diego	Chula Vista		4
VIII	San Diego	El Cajon		2
VIII	San Diego	Oceanside	1	4
VIII	San Diego	Poway		4
VIII	San Diego	San Diego Clairemont	1	4
VIII	San Diego	San Diego Normal		2
VIII	San Diego	San Marcos Rancheros	1	4
VIII	San Diego	San Ysidro		4
		Total Perm Part-Time	4	
		Total PY	2	72

FY 19-20 Q2 Training and Onboarding Schedule

Cohort	DAR/ ERR	1308 Pkg.	New EE Pkg.*	Employee Start Date	Day of Week	Work Weeks		MVR-DL Track 13 BDLT Capacity = 132 (11 classes)					MVR-DL Track 14 BDLT Capacity = 84 (7 classes)					MVR-DL Track 15 BDLT Capacity = 114 (9.5 classes)				
						M	T	W	T	F	M	T	W	T	F	M	T	W	T	F		
13	7/8/19	9/16/19	10/2/19	09/30/19	Mon	09/30/19	10/04/19	O	O	N	N	N										
						10/07/19	10/11/19	O	B	B	B	B										
14	7/22/19	9/30/19	10/16/19	10/14/19	Mon	10/14/19	10/18/19	B	B	B	B	B	O	O	O	O	O					
						10/21/19	10/25/19	B	B	B	B	B	O	O	O	O	O					
						10/28/19	11/01/19						B	B	B	B	B					
15	8/12/19	10/21/19	11/6/19	11/04/19	Mon	11/04/19	11/08/19						B	B	B	B	B	O	N	N	N	O
						11/11/19	11/15/19						H	B	B	B	B	H	O	O	O	O
						11/18/19	11/22/19											O	O	O	O	O
						11/25/19	11/29/19											O	O	O	H	H
						12/02/19	12/06/19											O	B	B	B	B
						12/09/19	12/13/19											B	B	B	B	B
						12/16/19	12/20/19											B	B	B	B	B
						12/23/19	12/27/19															

H = Holiday

O = Office Time

N = New Employee Orientation

B = Basic Driver License Training (BDLT)

Proposed capacity= 330

* Send new employee package on the second day of employee starting via Golden State Overnight (GSO)

Appendix: K—Identity Management for REAL ID Workflow

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	DMV Operation and Strike Team Effort
PROJECT LEAD	Wesley Goo (Licensing Operations Division); Kristin Trierpke (Licensing Operations Division Back-Up)
SUPPORT	Coleen Solomon (Field Operations Division), Rico Rubiono (Information Systems Division), Sonia Huestis (Communication Programs Division), Mary Bienko (Investigations Division)
LOCATION	Online Application/Select Field Offices (5 offices)
PROJECT TITLE	ID Management for REAL ID Workflow
PROJECT DESCRIPTION (\$ and PY Needs)	<p>ID.me Pilot phase 2 start with the scanning REAL ID documents prior to field office visit. Working with the vendor, ID.me, this strategy will allow customers to scan specific REAL ID documents online before arriving in a field office. This process will help streamline the verification process once the customer brings those same documents to the field office visit. Once the customer arrives in the field office, the customer presents the REAL ID documents to the field office employee for verification of authenticity and accuracy and processes the REAL ID application. Since the documents have already been scanned by the customer, field office employees will simply "move" the documents into the appropriate folders for electronic transfer into the department's Document Imaging system.</p> <p>19/20 BCP- \$6 million and ongoing.</p> <p>Cost Methodology: Single Sign On (PART: IDME-IAL1AAL1-002): \$.032 per user * 5 million users = \$157,500 Multi-Factor Authentication (PART: IDME-AAL2-005): 5 million users * 2 MFA events per user * .042 = \$420,000 Total Cost for eDL 44: \$577,500</p> <p>REAL ID Enhancements (Document Only) Estimated 6.6M new REAL ID visits with 5M new and 1.6M conversions. Assuming that 50% will elect to pre-upload documents. REAL ID Enhancement (PART: IDME-REALIDDOC-007): 4 million users * \$1.365 = \$5.46 Million Total Estimated Annual Cost for eDL 44 and REAL ID Enhancement: \$6 million</p>
DELIVERABLES	Tangible benefits include approximately 2-4 minutes saved per transaction depending on how many documents need scanning resulting in spending less time in a field office. Customers will be better prepared since the online application will assist in ensuring the proper documentation is provided.
METRICS	<ol style="list-style-type: none"> 1. # of customers who completed the electronic application online. 2. # of customers who completed the electronic application online and provided documents through vendor solution. 3. # of customers who completed the electronic application via mobile device. 4. # of customers who completed the electronic application via mobile and provided documents through vendor solution. 5. Transaction time improvements within each proof of concept field office. 6. # of customers who complete all 3 steps online: upload documents, complete application form, and schedule appointment. 7. # of customers who upload documents but don't complete application or schedule appointment online. 8. Transaction time for customers who a) upload documents, b) complete application, and c) schedule appointment comparable to those who did not. 9. Customer feedback.
TIMELINE	<ol style="list-style-type: none"> 1. Proof of Concept Agreement, project scope, April 2019. 2. Design work flow and user experience - May - June 2019. 3. Testing and Training- July- August 2019 4. Go Live Production - September 2019
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	This pilot will focus on determining whether customers will utilize a "self-scanning" concept for submitting REAL ID documents.

Appendix: L—REAL ID Pop Ups

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team Supported Effort
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Christine Lopez
SUPPORT	Administrative Services Division
LOCATION	Statewide
PROJECT TITLE	Real ID Pop Ups
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Requesting 30 additional positions and \$2.8 million to staff both the mobile command vehicles and REAL ID "pop-ups" for outreach events throughout the state. Twenty (20) of the positions will be limited term and will focus on traveling to various "pop-up" events; Ten (10) of the positions will be permanent and on-going and will serve as community outreach ambassadors, as well as quality assurance teams that will perform unannounced visits to field offices and provide reports and evaluations to promote operational consistency and an enhanced customer experience.</p> <p>\$2.8 million in 2019-20 and \$911,000 ongoing</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Help educate customers of the requirements for REAL ID. 2. Staff the mobile command vehicles. 3. Redirect REAL ID customers from field offices; thus, reducing wait times for customers required to make an in-person visit. 4. Ensure more Californians have an opportunity to obtain a REAL ID credential in their own community. 5. Conduct outreach events at the top 100 employers in California to issue REAL IDs. 6. Provide immediate relief to congested field offices by deploying mobile command vehicles as needed. 7. Provide additional support to Veteran events, homeless connect events, and provide immediate relief during field office closures. 8. Mobilize and respond quickly to natural disasters (provide identification to the community in order to assist with obtaining state and federal aid).
METRICS	<ol style="list-style-type: none"> 1. Conduct a minimum of 10 outreach events per quarter. 2. Reduce the number of customers that must visit a field office to obtain a REAL ID. 3. Reduce the number of events that field office production staff attend; thus, increasing the front line staff to aid customers.
TIMELINE	<p>Staffing Plan - Pilot w/ Existing Staff April 2019 Advertise new positions July 2019 Conduct Interview August 2019 Onboard Employees September/October 2019 Train Employees October/November 2019 Expand Pilot to implementation- November 2019.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	DMV 2U allows the department to offer supplemental service to underserved portions of the populations.

Appendix: M—REAL ID Customer Experience Sprints

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team effort
PROJECT LEAD	Rita Germain
SUPPORT	FOD, LOD, CPD, EXE (OPA), ISD, ROD, ERM
LOCATION	Statewide, online, field offices, call centers
PROJECT TITLE	REAL ID Customer Experience Sprints
PROJECT DESCRIPTION (\$ and PY Needs)	<p>McKinsey & Company is providing consultative services to transform the DMV customer experience, in particular as it relates to the implementation of REAL ID. Through user-centered design practices, McKinsey is partnering with DMV staff to prototype strategies that help transform the DMV experience starting with the REAL ID implementation.</p> <p>McKinsey consultants are assessing to understand the REAL ID workflow processing infrastructure and determine improvements to:</p> <ul style="list-style-type: none"> a) Develop customer service tools, resources, and workflows for REAL ID and a roadmap for scaling them across all DMV locations. b) Gain a deeper understanding of the types of REAL ID customers the DMV serves and how the DMV can effectively and efficiently meet those customers' needs through the use of journey mapping. c) Develop a prototype and assessment for creating customer service improvements at the most critical moments for REAL ID issuance. <p>Current year effort, no new funding requested.</p>
DELIVERABLES	<p>The work under this contract is divided into three "Sprints":</p> <ul style="list-style-type: none"> Sprint 1. REAL ID Communication Assessment and Prototyping Sprint 2. Training for REAL ID Implementation Assessment and Prototyping Sprint 3. Field Office REAL ID Customer Service Experience Assessment and Prototyping .
METRICS	<p>Metrics we anticipate include:</p> <ul style="list-style-type: none"> 1. Maintain field office wait times at current levels. 2. Increase the percentage of transaction performed using alternative service channels. 3. Increase overall customer satisfaction scores.
TIMELINE	This project began on March 25, 2019 and is expected to finish by June 30, 2019.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The prototype activities conducted in this engagement are considered to be pilot activities. Upon completion of this engagement, McKinsey will provide DMV with a roadmap and recommendations for implementation of successful prototypes.

Appendix: N—Identity Management

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Finding 1.6E/Strike Team Initiative for Website
PROJECT LEAD	Communication Programs Division (CPD) Sonia Huestis, Michele Ames, Jennifer Teh (Primary), Kyla Lakin (Back-up)
SUPPORT	Information Systems Division (ISD) Rico Rubiono, Licensing Operations Division (LOD) Wesley Goo, Registration Operations Division (ROD) Andrew Conway, identity authentication solution vendor
LOCATION	DMV website (dmv.ca.gov), managed from DMV Headquarters
PROJECT TITLE	ID management (Online Services)
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Streamlining our identity management system will improve customer experience on the DMV website and allow for more customers, including customers without a social security number, the ability to utilize DMV's online service applications. The online service applications that will require this identity authentication solution are Driver Record Request, Vehicle Record Request, Driver License Renewal, Change of Address, and Duplicate Driver License and Identification Card Request. A new identity authentication solution will alleviate the number of customers visiting a field office to complete transactions that could be done online. Currently, 2.6 million customers use the online services annually. DMV estimates that 3.6 million customers will use the online services annually, which is a 39% increase of 1 million customers. This increase is based on customers previously not able to create an online account and the addition of a new online service application.</p> <p>FY 19/20 cost: \$1.6 million and ongoing</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. An identity authentication solution that will allow customers, including customers without a social security number, to utilize DMV's online services applications. 2. A new, user-friendly identity authentication process. 3. Expansion of additional and alternative service options for customers to use online.
METRICS	<p>Baselines: Customer complaints (1,000 a month)</p> <p>Goals:</p> <ol style="list-style-type: none"> 1. Increase in completion of online service transactions. 2. Decrease in customer complaints in the How Are We Doing Surveys. 3. Decrease in technical support emails by 50% in first year 4. Decrease in technical support phone calls by 50% in first year
TIMELINE	<p>April 2019 - Started procurement and project initiation May 2019 - Begin analysis and design August 2019 - Begin development January 2020 - Begin Testing June 2020 - Implementation</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The designated identity authentication solution vendor is utilized by other state departments, including the State Controller's Office. The vendor is recommended for its ease of use and security. This project will require ISD current resources and the procurement of an identity authentication solution vendor.

Appendix: O—Duplicate Driver License

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team Initiative
PROJECT LEAD	Wesley Goo (Licensing Operations Division); Kristin Triepke (Licensing Operations Division Back Up)
SUPPORT	Sonia Huestis (Communication Programs Division); Rico Rubiono (Information Systems Division)
LOCATION	Online
PROJECT TITLE	Duplicate DL (online + kiosk)
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Offer Duplicate Driver License Online. This initiative will allow customers to request a duplicate (replacement) driver license online without having to visit a field office. The field office service approximately one million customers annually who request a replacement driver license. Customers who lose, misplace, or have their DL stolen are currently required to visit a field office.</p> <p>DMV will onboard a contractor at a cost of approximately in BCP 19/20 \$500,000 to develop a software solution.</p> <p>Refer to metrics section for PY Savings from Offering Duplicate DLs online</p>
DELIVERABLES	<p>Develop online application to request duplicate driver license online. Include voter registration application pursuant to state law.</p> <p># of customers who request a duplicate driver license online. # of customers who visit a field office to request a duplicate driver license.</p>
METRICS	<p>PY Savings from Offering Duplicate DLs online</p> <ul style="list-style-type: none"> - Approximately 45% of the 1,000,000 duplicates processed in a field office are estimated to be completed online (450,000) - It takes approximately 6.3 minutes to complete a duplicate transaction in a field office - PY Savings = $26.6 \{450,000 \times 6.3 \text{ minutes} / 60 \text{ minutes (get hourly conversion)} / 1,778 \text{ (hours for one PY)}\}$
TIMELINE	<p>Develop Statement of Work for contractor services - 09/2019.</p> <p>Develop Business Requirements Document - Completed, pending ISD analysis.</p> <p>Design/Development - 6/2020.</p> <p>Test online application - 9/2020.</p> <p>Press release - 9/2020.</p> <p>Go Live implementation - 10/2020</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	<p>In order to implement the duplicate driver license online effectively, Identity Management component must be in place. Consideration to pursue duplicate ID card should be added as an enhancement at a later date due to programmatic and statutory change needed. Fraud prevention measures should be taken into account relative to the actual product produced for the customer online. Paper document of a replacement (interim) driver license will be easily counterfeited and mass produced.</p>

Appendix: P—Field Office Assessment and Redesign Pilot

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team Initiative that informs Audit Findings 1.2.A and 1.3.A.
PROJECT LEAD	Sjon Woodlyn, Facilities Operations, Administrative Services Division
SUPPORT	Field Operations Division, Information Systems Division
LOCATION	Statewide Field Offices
PROJECT TITLE	Field Office Assessment and Re-design Pilot
PROJECT DESCRIPTION (\$ and PY Needs)	This is a publicly bid Request for Quotation (RFQ) to provide an assessment of DMV field offices' business process and facility designs, with the goal of developing options for creating the DMV of the Future. DGS led procurement effort for BCP 19/20 \$1 Million dedicated to the RFQ, and \$4 Million in 20/21 dedicated to implementation of the prototypical DMV field office as a pilot.
DELIVERABLES	Assess documents, facilities and architectural designs and site plans. Assess existing process maps, client and employee workflow, and legacy technology. Deliver a prototypical facility and site design. Provide operational and change management tools for achieving digital literacy and workplace strategies optimized for efficiency and customer service.
METRICS	Performance indicators will be based upon deliverables to be developed with the selected vendor and identified in the Statement of Work to be developed. Metrics for the RFQ are based in prior experience, licensure, workload (ability to meet schedules), and demonstrated competence and specialized experience.
TIMELINE	April 5, 2019 - RFQ released to public. April 22, 2019 - Responses due. May 6, 2019 (estimate) - Responses reviewed and ranked. May 27, 2019 (estimate) - Interview firms. June 10, 2019 (estimate) - Scope development and fee negotiation. July 1, 2019 (estimate) - Work proceeds per SOW. Start date follows budget passage.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix Q: —Credit Cards Acceptance in Field Offices

GOAL/STRATEGY	Customer Service and Service Delivery
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team supported effort
PROJECT LEAD	Information Systems Division - Rico Rubiono (Sponsor) , Administrative Services Division - Robert Crockett (Sponsor), Jeannie Cheung (Project Director)
SUPPORT	Field Operations Division; Enterprise Risk Management
LOCATION	All Field Offices
PROJECT TITLE	Credit Card Acceptance in Field Offices
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Electronic Card Processing Services - Acceptance of Credit Cards in the field offices. Currently, the Department of Motor Vehicles (DMV) only accepts ATM/debit cards, cash, and checks to process DMV transactions in the field offices. Credit cards are only accepted on the DMV website, through the Self Service Terminals (SSTs), and the Interactive Voice Response (IVR) system. The DMV plans to offer an additional payment option to our customers by implementing the acceptance of credit cards in the field offices. Therefore, the DMV is seeking a qualified electronic payment acceptance vendor that can provide a Payment Card Industry (PCI) compliant, end-to-end, secure solution for acceptance of credit cards in the field offices throughout the State. The solution will include a complete suite of services that interfaces with DMV's existing legacy systems. The vendor will include all hardware, software, and network capabilities necessary for electronic payment acceptance in the field offices. This contract will be a no-cost contract where the vendor will charge the DMV customers a service fee directly to process the credit card transaction.</p> <p>No additional PYs have been requested at this time.</p>
DELIVERABLES	The DMV plans to implement credit card acceptance in the field offices to all 8 regions for a total of 189 field offices. This will benefit the DMV customers who will be provided with an additional payment option to pay their DMV transaction(s). The new credit card process will interface the payment device with the front-end systems. This process will also handle debit card transactions which will reduce the manual research time that is currently required under the existing debit card payment method.
METRICS	<p>(1) Rollout of credit card acceptance in the field offices. (2) Tracking credit card volumes by field office. (3) Reduction in the number of errors for ATM/debit cards that need to be manually researched by the field offices. Current baseline is between 500-800 errors a year.</p>
TIMELINE	<p>Project start date: February 2019. Invitation to Negotiate release date: March 11, 2019. Intent to Award: April 29, 2019 Implementation start date for Pilot office: July 31, 2019. Completion date: December 31, 2019</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Considerations that might impact the completion date: Simultaneous implementation of other high-priority projects; signal issues for remote locations due to use of wireless network service.

Appendix: R—Learning Management System

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Strike Team/Audit
PROJECT LEAD	Kimberly Secrease, Administrative Services Division/Departmental Training Branch
SUPPORT	California Department of Technology, Information Services Division, Administrative Services Division
LOCATION	Statewide
PROJECT TITLE	Learning Management System
PROJECT DESCRIPTION (\$ and PY Needs)	An LMS is a central repository for all employee training information, including compliance tracking for mandated training; professional development opportunities for employees; and departmental training workflows. BCP 19/20 \$600,000 annually for a range of 5,001 to 10,000 users. The estimate includes licensing for the Web Conferencing tool. Additional PYs will not be needed.
DELIVERABLES	An LMS will: <ul style="list-style-type: none"> • Combine department-wide training management, records, reporting, scheduling, and compliance training management methods. • Improve how the department administers and manages training by combining FileMaker databases, Microsoft Excel spreadsheets, the training catalog, and the enrollment process into a single platform. • Improve reporting, budget tracking, succession planning, and scheduling functions of training management. • Provide the capability to create course content, conduct virtual trainings, webinars, and meetings statewide. • Provide the ability to make digital course content more accessible for all users with cognitive disabilities; audit content against the Web Content Accessibility Guidelines standard as required by the Americans with Disabilities Act and 508 Compliance. • Provide specific approval workflow platform to facilitate the approvals related to external training requests. All platforms will be delivered and configured for the DMV. • Integrate with CalHR's Enterprise Human Resources System, which includes a pull of DMV employees from State Controller's Office and CalHR systems, and centralized tracking of all state employee training across departments. • Include over 600 hours of consulting, configuration, implementation, and/or training support to assist the department with a successful implementation.
METRICS	Enhance Administrative processes by reducing the number of sources to track training from seven to one. Create two online training courses within six months of LMS implementation.
TIMELINE	May 2019: Meet with Information Services Division, Administrative Services Division • Meet with DMV Chiefs of Staff, Divisional Training Coordinators. June 2019: Develop a Project Charter (Secure a Sponsor and Business Owner, define an implementation approach, ensure funding is in place, identify a Project and Technical Lead • Define resource needs (Vendor evaluation and selection, technical work with selected vendor, testing, training, and implementation rollout coordination). July 2019: Develop business and technical requirements (Define high-level needs specific requirements) • Complete vendor evaluation and selection. August 2019: Complete internal technical or business preparation (Identify additional work needed by DMV to prepare for LMS • Submit vendor bid to California Department of Technology through Remedy ticket. September 2019: California Department of Technology awards contract. It takes 6-8 months to implement the LMS. April 2020: Anticipated full implementation (includes training Users).
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: S—Enterprise Governance

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	DOF OSAE 1.1 Significant Deficiencies in Planning and Implementation of REAL ID DOF OSAE 2.2 Project Prioritization, Management, Testing, and Documentation Practices Need Improvement
PROJECT LEAD	Paul Stangis
SUPPORT	All Divisions
LOCATION	Headquarters
PROJECT TITLE	Enterprise Governance
PROJECT DESCRIPTION (\$ and PY Needs)	DOF OSAE audit findings revealed an opportunity to strengthen the executive governance oversight of the department projects and programs. At the direction of the Acting Director, DMV is putting together a Statement of Work for consultative services to support this effort.
DELIVERABLES	<ol style="list-style-type: none"> 1. Update Governance policy and procedures to align with current business demands and to support the reinvention of DMV 2. Assess the current state of Governance, and provide a post-implementation assessment of the state of Governance 3. Develop a new Governance structure, including appropriate subgroups, to determine strategic and business plan priorities 4. Develop a process to align plans for preparing and implementing projects with strategic goals and strategies 5. Develop a process to identify the responsible parties, determine accountability measures, and monitor key project milestones, including communication with internal and external stakeholders 6. Ensure EGC makes prioritization recommendations following a systematic scoring system before referring to the Directorate for final decision-making. 7. Provide a Governance Charter and Communication Plan
METRICS	<p>Metrics are anticipated to include the following:</p> <ol style="list-style-type: none"> 1. Baseline and monitor percentage of projects prioritized using a systematic scoring system 2. The process to align plans for preparing and implementing projects with strategic goals and strategies is approved and implemented. 3. Project management and communications processes are documented and followed.
TIMELINE	<p>April 2019: Develop Statement of Work May 2019: Develop, review, approve, and post RFO for bid June 2019: Award and commence contract October 2019: Implement Deliverables (estimated)</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The RFO is currently in development. As it is finalized, there is a possibility that deliverables will be added or deleted, potentially affecting the scope of the project.

Appendix: T—Training Resources

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Reevaluate Training Branch Resources addresses 1.7A/1.7E of Audit Findings
PROJECT LEAD	Jenn Kelly, Administrative Services Division, Departmental Training Branch
SUPPORT	Human Resources
LOCATION	HQ
PROJECT TITLE	Training Resources
PROJECT DESCRIPTION (\$ and PY Needs)	Reevaluate Training Branch Resources. The Departmental Training Branch (DTB) requires additional training staff to ensure Field Office onboarding training can be offered consistently to meet the demands as staff levels change. DTB requires 12 trainer positions for two years with the expectation to reduce to 9 positions for one year, retaining 6 positions ongoing. BCP 19/20 \$1.4 Million and \$685,000 ongoing
DELIVERABLES	<ol style="list-style-type: none"> 1. DTB will increase the technical trainings required for new Field Office staff to perform the duties necessary to effectively process basic Driver License transactions. 2. Additional offerings of departmental technical and customer service trainings will increase as new training staff is developed. 3. Training backlog will decrease as new training staff are able to deliver additional trainings after basic DL trainings for new employees.
METRICS	The Training Branch will utilize reports indicating increase to quantity of courses offered as a result of new training staff as a metric. Training resources will be reallocated to ensure basic Driver License training material will be better maintained and updated.
TIMELINE	<p>Traning Plan timeline:</p> <ul style="list-style-type: none"> July- 132 people August 114 people September 114 people October 132 people November 84 people December 114 people Total- 690
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The current Basic Driver License course is fourteen days in length. Maximum occupancy is 12 participants per classroom. DTB takes holidays into consideration when scheduling and attpmts to avoid holiday interruptions. Other divisional training needs are also considered when offering courses which utilize existing training resources (i.e. sites and trainers).

Appendix: U—Training Stand Down

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Recommendation 1.7 of the Department of Finance's Audit Findings and is supported by the GovOps' Strike Team.
PROJECT LEAD	Robert Crockett, Deputy Director, Administrative Services Division
SUPPORT	DMV Departmental Training Branch in Administrative Services Division; Field Office Division, Communications Programs Division's video team. Consultant hired to design, plan and deliver training to DMV field offices
LOCATION	Statewide: 172 field offices.
PROJECT TITLE	Training Standown
PROJECT DESCRIPTION (\$ and PY Needs)	DMV is requesting \$1 million to hire a training firm to design, plan and deliver uniform, simultaneous training to all Field Office Division employees to prepare them for the surge in customers seeking Real ID cards. The training will emphasize the high priority that the state puts on successful implementation of the Real ID card program, the importance of being prepared, of delivering consistently high quality service and giving customers accurate and timely information. The goal is to equip employees with the training and perspective needed to handle the increase in the number of employees seeking Real ID driver licenses and identification cards and help customers successfully complete their Real ID application process on their first office visit.
DELIVERABLES	Training design, training plan, logistical plan, schedule for roll out, identification and enlistment of influencers in each office, preparation of delivery staff and delivery of training. The deliverables also will include a post-training evaluation to allow DMV to assess how successful the event has been and develop steps to address uneven results.
METRICS	Number of employees trained. Retention of training lessons immediately following the training and three months after. Number of Real IDs processed. Reduced transaction time. Increase in compliments about employee service; decrease in customer complaints. Integration of design, planning and delivery lessons from the one-day event into future training.
TIMELINE	Develop statement of work by April. Seek offers: May Review bids, select contractor: May; Communicate Office Closure: June Finish design and planning phase: June; Deliver training: by the end of July.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	This is contingent on vendor selection and availability.

Appendix: V—Employee Tools: Fleet Replacement and Mobil Command Units

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	The request for 32 vehicles addresses DOF-OSAE audit recommendation 1.2A to establish additional regional field office support. The remaining 90 vehicles will be used to improve operational performance as requested by the Strike Team.
PROJECT LEAD	Lead (Administrative Services Division) - David Saika, Branch Chief; back-up - Aimee Booth, Section Manager
SUPPORT	The divisions owning vehicles are involved, Administrative Services Division, Field Operations Division, Investigations Division, Licensing Operations Division.
LOCATION	HQ, Regional Administrator Offices, Investigations field offices, and Driver Safety field offices
PROJECT TITLE	Employee Tools: Vehicle Fleet Replacement and Mobile Command Units
PROJECT DESCRIPTION (\$ and PY Needs)	Requesting 122 Vehicles at a total cost of \$4.2M in 2019/20 and \$1.9M in ongoing funding. The original \$4.2M will fund the purchase of 32 District Manager vehicles, 2 mobile command units, and 88 departmental vehicles. The 2 mobile command units that will support the Real ID Pop-Ups will cost approximately \$700,000 one-time and \$200,000 ongoing costs. Ongoing funding is requested to allow for regular replacement of vehicles on a five year cycle.
DELIVERABLES	The purchase of 32 vehicles for new District Managers. The purchase of 88 replacement vehicles to support our Investigations Division, Licensing Operations Division, Field Operations Division, and Headquarter Operations. The purchase of two mobile command units.
METRICS	Increase Percentage of Fleet That is Under 10 years old. Currently, 21% of vehicles are newer than 10 years old. Increase Percentage to 50% by July 1, 2020 Increase Percentage to 70% by July 1, 2021 Increase Percentage to 85% by July 1, 2022 Increase Percentage to 95% by July 1, 2023
TIMELINE	Start Date: June 1, 2019 End Date: July 1, 2023 Milestones and Deliverable Dates: Approval of Supplemental Fleet Acquisition Plan (June 30, 2019), Purchase of Mobile Command Units and District Manager Vehicles (July 15, 2019), Phase I Purchase of Department Vehicles (August 2019), Phase II Purchase of Departmental Vehicles (November 2019), Phase III Purchase of Departmental Vehicles (February 2020), DGS Approval of Fleet Acquisition Plan (April 2020) Repeat the process in the out years.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Consideration- exploring if some of the mobile command units could be supported through grants (CalOES)

Appendix: W—Employee Tools: Lanyards

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Finding 1.6
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Christine Lopez
SUPPORT	
LOCATION	All Field Office Locations
PROJECT TITLE	Employee and workplace Tools: Lanyards
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Increase the Visibility of Field Office Staff During Customer Visit. Department of Motor Vehicle (DMV) employees are not subject to a specialized dress code outside the current labor contract, which states employees dress in alignment to the work being performed. To identify DMV employees, staff are required to wear an employee badge at all times. Staff display the badge on a department issued chain or individual lanyards that employees often purchase. To provide a consistent lanyard and easily recognizable mechanism to identify staff, DMV is proposing to purchase blue and gold (consistent with DMV branding) lanyards that contain lettering reflecting DMV. The lanyards will hold and display an employee badge, which will assist customers with locating a DMV representative for assistance or guidance during their office visit and customer journey.</p> <p>Cost \$100,000</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Provide staff with colorful lanyards, as described above, to assist the public with easily identifying DMV staff while triaging the lines, both inside and outside the building, and when serving as lobby and testing room ambassadors and guides.
METRICS	<ol style="list-style-type: none"> 1. Provide all front facing DMV staff with lanyards to assist customers with easily recognizing staff during the customer journey.
TIMELINE	<ol style="list-style-type: none"> 1. Select product design and verbiage for lanyards April 2019. 2. Lanyards procured July 2019. 3. Lanyard available for field to other from <p>Once procurement is completed, start distribution to all customer facing DMV staff in July 2019.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	<p>Within the OSAE Audit, the recommendation to address this finding included DMV consider a dress code for staff or have staff wear a vest that would easily identify DMV employees to the customers. Neither option was chosen due to labor constraints related to imposing or suggesting a dress code, and vests were not a viable option due to cost, variance in sizes that need to be available for staff and the long-term cost to launder, repair and replace throughout the garment's life cycle.</p>

Appendix: X—Employee Tools: Signage

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Finding 1.6
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Christine Lopez
SUPPORT	
LOCATION	All Field Office Locations
PROJECT TITLE	Employee Tools: Signage
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Increase the visibility of field directional signage both inside and outside DMV field offices to include the methods of payment DMV accepts. In addition to evaluating and modifying directional signage, work to create an enhanced flow for the customer's journey inside the building that is easy to follow, improves efficiency and flow, and clearly identifies customers next steps.</p> <p>No cost at this time. It will be absorbed with existing resources.</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. Aid customers in clearly identifying the appointment and non-appointment lines both inside and outside the building. 2. Clearly advertise the types of payment DMV accepts prior to and during the customer visit. 3. Create an office flow and design that incorporates DMV processes; however, is user friendly, aligns with modern business practices, and next steps are clearly marked and recognizable. 4. Create a customer journey that is efficient and aligns with the Department's vision to provide Superior Customer Service.
METRICS	<ol style="list-style-type: none"> 1. Increase the number of field offices that have been evaluated utilizing the Lean 6 process by 10% within the next six months. 2. Increase the number of offices utilizing the Centralized Document review process from 5 offices to at least 10 offices within the next 12 months. 3. Incorporate prototype recommendations in the top 10 REAL ID producing offices within 6 months from the McKinsey project close out report. 4. Incorporate building designs and recommendations of the RFQ vendor into any new builds or remodels by January 2021.
TIMELINE	<ol style="list-style-type: none"> 1. Evaluating signage and customer flow during the Customer Engagement Discovery stage April through August 2019. 2. FOD Regional Administrators and FOD facilities to evaluate signage recommendations for interim improvement September to December 2019.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: Y—Employee Tools: PC Refresh

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	2.1A of Audit Findings and it is a Strike team supported effort.
PROJECT LEAD	Gene SooHoo, Assistant Deputy Director, Infrastructure Branch, Information Systems Division
SUPPORT	Brenda O'Brien, Production Operations Section Manager, Infrastructure Branch, Information Systems Division Samuel Retta, Manager I, End User Management Group
LOCATION	Sacramento
PROJECT TITLE	Employee Tools: PC Refresh including DAD
PROJECT DESCRIPTION (\$ and PY Needs)	<p>BCP 19/20 \$6.2 Million for PC Refresh and \$3 million for Document Authentication Devices (DADs) This project will establish the process required to refresh outdate, slow and failing PC's. The project will address the urgent need to replace 51% of obsolete DMV PC's. The cost to replace, configure, and deploy the new PC's is \$6.2 million. The subsequent annual PC refresh cost is \$900,000 and will establish a 5 year replacement cycle for all DMV PCs.</p> <p>The deployment approach will establish a schedule that will be coordinated with Field Office Division and all other impacted Divisions to ensure minimal disruption to customer service delivery.</p> <p>The DADs are used to authenticate a wide range of customer presented documents which reliably enables operators to quickly and easily determine whether an identity document is genuine or suspect by automatically validating a range of physical and logical security features. There are currently 642 devices throughout the field offices that have reached their EOL and are in need of replacement. The department requests 700 devices to provide for replacements in the event a system goes down and/or requires repair at a cost of approximately \$3 million.</p> <p>It is anticipated that installs will take no more than 2 weeks to complete, with refresher training being conducted simultaneously.</p>
DELIVERABLES	<p>Fiscal Year 2019/2020 - Refresh 6,167 outdate and unsupported PC's and Zero Client systems.</p> <p>Imaging Plan, Deployment Plan, Weekly Status Report with Metrics, Communication Plan, Old PC Surplus Plan Establish Annual PC Refresh Process and Schedule to replace 20% of DMV's oldest PCs annually. The annual PC Refresh Process and Schedule will ensure that all DMV PCs are no older than 5 years and that they are supported by manufactures maintenance warranties.</p>
METRICS	The deployment of the 6,167 PC's will be measured weekly to ensure that the PC's are being distributed in accordance with the 12 month plan. The PC refresh will include an annual refresh process and schedule that will replace 20% of the oldest PCs. The annual refresh schedule will ensure that DMV's PCs are kept current going forward.
TIMELINE	The execution and deployment of the 6,167 PC's will be completed within 12 months from budget availability.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	Historically, DMV Personal Computer (PC) refresh efforts have been deprioritized due to lack of funds or reallocation of funds to address other Department priorities. The postponement of PC refresh has resulted in 51% of the Departments PC's aging beyond their useful life. The outdate PC's processing capabilities is below industry standard, introducing inefficiencies to the Departments efforts to provide customer services. The obsolete PCs need to be replaced with current PCs that can support DMV's efforts to modernize technology tools, applications, software and services needed to support service customer objectives.

Appendix: Z—Regional and District Support: District Manager Staffing

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Findings 1.1 of and it is a Strike team supported effort
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Theresa Hicks
SUPPORT	Administrative Services Division
LOCATION	Region Offices - Statewide
PROJECT TITLE	Regional and District Support: District Manager Staffing
PROJECT DESCRIPTION (\$ and PY Needs)	<p>Due to the workload increases that have occurred in response to the implementation of the REAL ID Act, and the finding and subsequent recommendations from the OSAE Performance Review Audit, FOD is requesting 32 new permanent Assistant Division Chief/Program Manager (ADC/PM) positions to act as District Managers (DM) in one of four designated districts within each of the eight regional areas located throughout the state. Under the direction of a Regional Administrator (RA), at the Career Executive Assignment (CEA) B level classification, the DMs will oversee operations and administrative functions for one of four geographical districts divided within the already established eight regions statewide. The DMs will provide direction to office managers on policies, programs, and procedures and follow up to ensure appropriate implementation has occurred. The incumbents will have overall management responsibility for field offices in an assigned regional district and evaluate the performances of staff within their district, which will include in-office visits.</p> <p>PYs: 32 FTE Assistant Division Chief/Program Managers (ADC/PM) Costs: 19/20 BCP 5.97 million, 5.85 million ongoing</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. To provide increased support and oversight to field offices. 2. Assist with administrative tasks and monitoring. 3. Increase operational consistency and customer throughput. 4. Increase customer satisfaction through reduced wait times. 5. Mentor, coach and train staff. 6. Promote succession planning. 7. Evaluate offices for efficiency, adherence to policy and procedures, and make recommendations for operational and organizational improvement.
METRICS	<ol style="list-style-type: none"> 1. Conduct one evaluation for each field office monthly. 2. Visit every field office in their district on a quarterly basis to attend a Wednesday morning training. 3. Increase tablets usage and triage efforts in each field office. 4. Increase text messages sent in each field office. 5. Ensure 100% submission of employee probation reports. 6. Monitor Window Service Levels
TIMELINE	<p>Mid-June 2019: Post statewide SEA exam for all 32 positions. Beginning of July 2019: Anticipated final filing date. Mid-July 2019: HRB review applications for minimum qualifications. August 2019: SEA panel will score all applicants, and then conduct in person interviews by region for the top candidates. September 2019: Onboard District Managers.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: Z—Regional and District Support: District Manager Staffing (cont.)

Roles and Responsibilities for Regional District Managers

- Manages up to eight offices as well as other remote sites identified within the designated district boundaries.
- Reviews operational performance related to field office objectives, program needs, and district goals.
- Tracks field office progress and makes recommendations to the Regional Administrator (RA) regarding program improvements and efficiencies.
- Identifies, initiates, and trains staff on changes to policies, procedures, and law.
- Reviews, adjusts, and finalizes budgetary requirements at the district level for inclusion with the regional budget.
- Manages budget allotments and expenditures, personnel resources, and planning of local community events.
- Adjusts personnel allotments in the field offices and establishes a reporting system to keep Headquarters fully apprised of events in a timely manner.
- Directs office managers in effective implementation of driver licensing, motor vehicle registration, and operational policies and procedures.
- Provides clear, concise, and accurate directives to office manager and staff.
- Consults with office managers in person, via e-mail, and over the phone on effective solutions for difficult policy and program issues.
- Conducts regularly scheduled field office visits to evaluate operational performance in districts.
- Counsel's office managers collectively and individually through regularly scheduled meetings and training sessions on new and modified plans, policies, and procedures.
- Monitors district offices to ensure quality, quantity, and timeliness of services.
- Works with the Human Resources Branch on personnel related documentation, such as adverse actions, probation reports, hardship transfers, criminal reports, etc.
- Establishes effective relationships with community-based organizations, private industry, law enforcement agencies, and special interest groups.
- Acts as the district representative for business, civic, and community organizations.
- Coordinates training and personnel development programs through a divisional training coordinator.
- Reviews facilities needs to ensure health and safety issues are addressed and remedied.

- Evaluates contractual needs and make sure trouble tickets are being submitted in a timely manner along with justifiable needs to Headquarters contracts and procurement unit.
- Coordinates data gathering efforts and submission of data for special projects.
- Conducts trends analysis and provides efficiency recommendations.

District Manager by Regions

Possible HUB	Region	District Manager	Number of Offices
Eureka	I	1	6
Redding	I	2	8
Grass Valley	I	3	8
Petaluma	I	4	8
Pleasanton	II	1	6
San Mateo	II	2	5
San Jose	II	3	5
Salinas	II	4	7
Folsom	III	1	6
Sacramento IBC	III	2	7
Stockton DSO	III	3	7
Fairfield IBC	III	4	7
Merced	IV	1	6
Clovis	IV	2	6
Visalia	IV	3	7
Bakersfield IBC	IV	4	8
Goleta	V	1	6
Oxnard	V	2	5
Newhall	V	3	6
Glendale	V	4	5
La Metro IBC	VI	1	4
Whittier	VI	2	5
Hawthorne	VI	3	5
Compton	VI	4	4
Victorville (Checking with INV)	VII	1	5
San Bernardino IBC	VII	2	5
TBD	VII	3	5
New DLPC/Laguna Hills	VII	4	5
Indio	VIII	1	5
Oceanside	VIII	2	5
San Marcos	VIII	3	5
San Diego Normal	VIII	4	5

Appendix: AA—Regional and District Support: Data Analysts

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Findings 1.2 and it is a Strike Team Supported Effort
PROJECT LEAD	Field Operations Division: Coleen Solomon, Jill Ledden, Theresa Hicks
SUPPORT	Administrative Services Division
LOCATION	Regional Offices - Statewide
PROJECT TITLE	Regional and District Support: Data Analysts
PROJECT DESCRIPTION (\$ and PY Needs)	<p>The Field Operations Division (FOD) established, advertised, and is in the process of hiring eight (8) new Staff Services Analyst (SSA)/Associate Governmental Analyst (AGPA) interchangeable positions, within the eight (8) established regional offices located throughout California. The SSA/AGPA positions are responsible for ensuring reports, surveys, correspondence, training, outreach presentations and any resources impacted by the federally regulated REAL ID Act requirements are thoroughly assessed and delivered accurately and in a timely manner. Additionally, the analysts will assist with analyzing the appointment system, wait time data, originate and compile reports, perform trends analysis, present forecast data, deliver special reports, etc. to support the operations of the region.</p> <p>PYs: 8 FTE Staff Services Analyst/Associate Governmental Program Analyst positions. Costs: 19/20 BCP \$964,000. \$936,000 ongoing</p>
DELIVERABLES	<ol style="list-style-type: none"> 1. To provide increased support to field offices such as assisting with administrative tasks. 2. Reduce field office manager reporting requirements. 3. Free up field office managers to coach, mentor and train employees. 4. Perform data analysis to identify workload trends, resource allocations and training opportunities. 5. Manage and monitor field office queue systems. 6. Participate in community outreach presentations. 7. Promote consistency in within the Regions.
METRICS	<ol style="list-style-type: none"> 1. Reduce the amount of reports completed by field office management. 2. Reduce wait times through queue management 3. Reduce the amount of time to fill vacancies through hiring analysis and oversight 4. Ensure Regions do not exceed budgetary or PY allotments.
TIMELINE	<p>The following depicts the current hiring status of each position within the respective Regions:</p> <p>Region I: Effective date of selected candidate is May 1, 2019. Region II: Hired analyst as of January 2, 2019. Region III: Hired analyst as of April 8, 2019. Region IV: Hired analyst as of April 8, 2019. Region V: Selected candidate accepted a different job offer; re-advertised with a final filing date of April 22, 2019. Region VI: Top candidate is selected and reference checks are being conducted; effective date anticipated to be May 1, 2019. Region VII: Hired analyst as of April 1, 2019. Region VIII: Hired analyst as of March 1, 2019.</p>
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

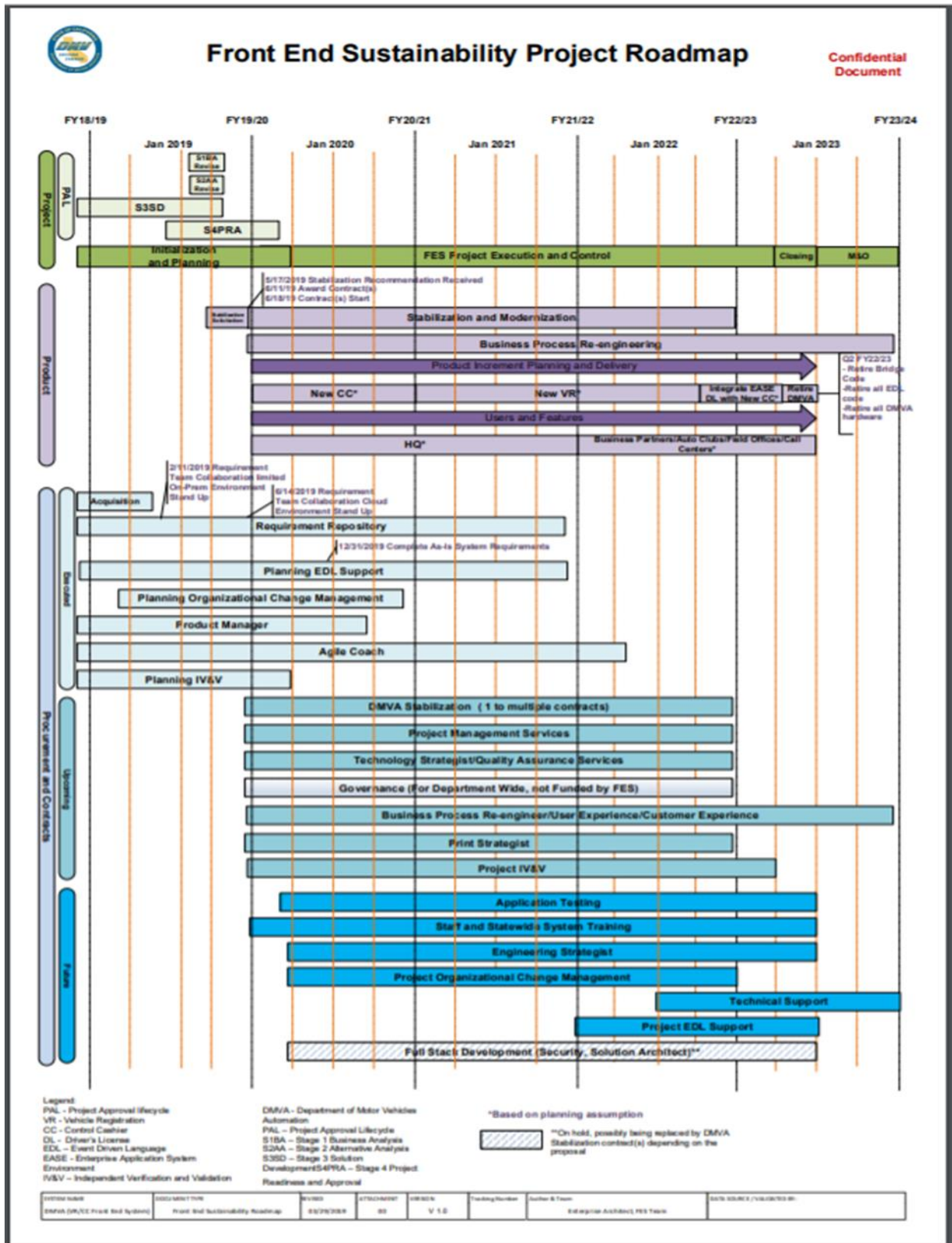
Appendix: BB—Organizational Change Management

GOAL/STRATEGY	Workforce Development and Change Management
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Audit Findings 1.2; 1.3.; 1.4; 1.5; 1.6; 1.7 and their recommendations collectively describe organizational and management weaknesses and improvements needed to support a customer-centric culture. Strike team found that the organization was siloed and that priorities were not aligned across divisions to focus on customer outcomes. Communication across divisions was weak and communication from the executive office to the division ranks failed to take an enterprise perspective that could pull together various efforts. Executive management had not systematically employed user research and research-informed service design to improve customer experience.
PROJECT LEAD	Rita Germain- Primary, Paul Stangis, Enterprise Planning and Performance Branch Chief, Enterprise Risk Management Division
SUPPORT	consultants; Executive Governance Committee
LOCATION	DMV HQ and field operations; all division and branch managers, all staff.
PROJECT TITLE	Organizational Change Management
PROJECT DESCRIPTION (Include \$ and PY Needs)	The consulting firm, together with the Enterprise Planning and Performance Branch to develop and articulate vision of a customer-centric culture for DMV, develop goals and guide posts and develop plan design and roll out strategy. The strategy would capitalize on learnings of the current Real ID Customer Experience Improvement Project that will wrap up in July. Before designing the change management plan, the consulting firm would conduct an organizational readiness assessment that would be used to shape and scale the roll out plan. BCP 19/20 \$1 million.
DELIVERABLES	Organizational Readiness Assessment A stakeholder assessment and roadmap A change saturation evaluation A change management effectiveness measurement plan, with evaluations made over time, to gauge how effective the change management strategy is. This will need to be done on an individual basis (collectively) but also would require an enterprise evaluation. Final report that includes results of evaluations and recommendations for sustainability. Modernized organizational structure that supports enterprise approach to continuous change management.
METRICS	Organizational Readiness Assessment; change saturation measurements; change effectiveness measurements.
TIMELINE	Develop internal work plan and assignments by May Develop communications for DMV leadership team by May/June Develop statement of work for Request for Offer by June Post Request for Offer on June Award in July
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: CC—Front End Sustainability

GOAL/STRATEGY	Information Technology Improvements
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit 2.3 Legacy Programming Language, Address outdated technologies and optimize processes (DMV Strategic Plan 2016 - 2021)
PROJECT LEAD	Project Lead: Brian Lee, Sponsor: Andrew Conway (ROD), Coleen Solomon (FOD), Wesley Goo (LOD), Rico Rubiono, ISD
SUPPORT	Registration Operation Division, Licensing Operations Division, Field Operations Division, Communication Programs Division, Administrative Services Division, Investigations Division, Business Partners
LOCATION	Statewide
PROJECT TITLE	Front-End Sustainability
PROJECT DESCRIPTION (\$ and PY Needs)	Funding for this project was approved in 18/19 (\$89 million). This project is a multi-year incremental technology update to replace DMV's aging systems (DMVA and BPA) with an updated modern hardware platform and languages supported by the IT industry using the Agile system development (SDLC) and project management approach. We will be hiring consultants to mentor DMV PMO staff, create reports for legislators and increase DMV PMO capabilities. This project will enable DMV to meet the legislative mandates quickly and improve customer experience.
DELIVERABLES	<ol style="list-style-type: none"> 1. Establish FES Project team, requirement refresh, Agile methodology/practices, OCM, IV&V, Quality Assurance (QA) 2. Project Management Services for increasing DMV PMO capabilities, creating reports for legislators, mentoring DMV PMO staff and knowledge transfer to DMV PMO staff 3. Stabilize the current DMVA system 4. Design and develop the products in Agile fashion and optimize the current process working with the business sponsors 5. Deliver products incrementally - HQ, Business Partner, Field Office 6. Transition to M&O
METRICS	<ol style="list-style-type: none"> 1. Removal of obsolete programming language (EDL) 2. Removal of DMVA hardware and software 3. Removal of resources to support DMVA systems 4. Project management Key Performance Indicator (KPI), such as Productivity/Capability, Customer Satisfaction, Cost Performance Index (CPI)
TIMELINE	Please see project roadmap below
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: CC—Front End Sustainability (cont.)



Appendix: DD—Information Technology Infrastructure Refresh

GOAL/STRATEGY	Information Technology Improvements
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Reference Number - 2.1A
PROJECT LEAD	Gene Soohoo, Assistant Deputy Director, Infrastructure Branch, Information Systems Division Brenda O'Brien, Manager, Production Operations Section
SUPPORT	Ted Toribio, Network Group Manager, Andy Louie, Server/Data Storage Manager, Sandy Coffman, Telecommunications Group Manager
LOCATION	DMV Field Offices and HQ.
PROJECT TITLE	IT Infrastructure Refresh
PROJECT DESCRIPTION (\$ and PY Needs)	<p>This project includes the annual refresh of end of life IT Infrastructure equipment including network devices, security appliances, servers and data storage devices. This is an ongoing project that identifies end of life equipment for the upcoming fiscal year and develops a plan and executes the plan to replace the old equipment with new models on a 1 for 1 or 1 to many replacement basis.</p> <p>Funding: \$3.1 million annually.</p>
DELIVERABLES	<p>For FY19/20: 82 field office switches will be replaced; 128 HQ network switches or network switch modules will be replaced; 18 HQ servers will be replaced and 7 3270 controllers will be replaced. The number and type of device will vary each year based on the analysis of the asset database and what equipment meets the end of useful life criteria.</p> <p>Project management deliverables: *Project Charter / Project Data Sheet *Detailed project schedule *Risk/Issue Tracking Log *Budget Tracking Log *Communications Plan *Status Reports *Lessons Learned Report *Administrative Closeout Report</p>
METRICS	<ol style="list-style-type: none"> 1.Reduce end of life components in use by 20% 2. Track installation of new equipment to planned schedule.
TIMELINE	7/1/2019 to 6/30/2020. Each fiscal year for the ongoing refresh.
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	

Appendix: EE—Network Redundancy

GOAL/STRATEGY	Information Technology Improvements
AUDIT/STRIKE TEAM ISSUE ADDRESSED	OSAE Audit Reference Number - 2.1A
PROJECT LEAD	Gene Soohoo, Assistant Deputy Director, Infrastructure Branch, Information Systems Division Brenda O'Brien, Manager, Production Operations Section
SUPPORT	Ted Toribio, Network Group Manager and Sandy Coffman, Telecommunications Group Manager
LOCATION	Grade V, IV, and III Field Offices, DMV Call Centers and Auto Club Data Centers
PROJECT TITLE	Network Redundancy
PROJECT DESCRIPTION (\$ and PY Needs)	Design and provision network redundancy for all Grade III, IV and V field offices, DMV call centers and auto club data centers. One hundred and thirty two locations throughout California. Costs: 19/20 BCP \$4.6 million, \$4.2 ongoing
DELIVERABLES	Redundant data network circuits to Grade V, IV, and III DMV field offices, call centers and the two auto club data centers. Project management deliverables: *Project Charter / Project Data Sheet *Detailed project schedule *Risk/Issue Tracking Log *Budget Tracking Log *Communications Plan *Status Reports *Lessons Learned Report *Administrative Closeout Report
METRICS	1. Track field office rollout to planned schedule. 2. Frequency of outages avoided by use of network redundancy
TIMELINE	FY19-20 through FY20-21
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	The deployment schedule is dependent upon telecommunications vendor office assessments and type of facility issues that have to be addressed at each location. Site remediation that has to be completed prior to redundant circuit installation may include issues with telecom wiring from the street to the building entrance and/or facility wiring readiness including communications room cabling, adequate power, or other facility related issues. Trenching and / or construction may also have to be performed to install the redundant network circuit. The addition of data network redundant circuits to the largest (high volume) field offices (Grade V, IV, and III offices) and to DMV call centers and auto club data centers will prevent disruption of network services by minimizing the possibility of a single point of failure in the network. Network availability will directly affect available and efficient customer services. Field office technicians will have network access to all of the information technology systems that they need to provide services to the public.

Appendix: FF—Enterprise Architecture Plan

GOAL/STRATEGY	Information Technology Improvements
AUDIT/STRIKE TEAM ISSUE ADDRESSED	Corrective action based on finding from the Office of State Audits and Evaluations audit - 2.3 Legacy Programming Language, Address outdated technologies and optimize processes (DMV Strategic Plan 2016 - 2021)
PROJECT LEAD	Project Lead: Andrew Hall, Sponsor: Rico Rubiono, ISD
SUPPORT	Registration Operation Division, Licensing Operations Division, Field Operations Division, Communication Programs Division, Administrative Services Division, Investigations Division; Information Systems Division
LOCATION	Headquarters
PROJECT TITLE	Enterprise Architecture Plan
PROJECT DESCRIPTION (\$ and PY Needs)	The project is to establish the 5 year Enterprise Architecture Plan to drive the IT transformation/transition for removing obsolete technologies and enable agility in the EA program to meet the ever changing business demands. It is necessary to hire consultants for 12 months to develop Enterprise Architecture Plan and mentor DMV to implement the plan. The contractor will bring in Technology Strategist or subject matter experts to, assess DMV's IT problems, risks, and current enterprise architecture, evaluate new technologies, develop Enterprise Architecture Plan to address IT challenges in short-term and long-term. The plan shall include challenges identified, current Enterprise Architecture, to-be reference architecture, roadmap, and implementation plan, including but not limited to the gaps, initiatives, and timeline. The initiatives to address IT challenges and future business needs will include but is not limited to system stabilization, new technology implementation, process improvement, organizational transformation, training, succession planning, etc.
METRICS	<ol style="list-style-type: none"> 1. Assessment of the existing IT challenges and current Enterprise Architecture 2. Short-term and long-term plan to address IT challenges 3. Minimum of at least one approved version of the to-be Reference Architecture and roadmap 4. Minimum of at least one version of the Enterprise Architecture Plan 5. Fully approved DMV Enterprise Architecture plan 6. Formal training plan to mentor DMV to implement the Enterprise Architecture Plan, and update the plan for evolving needs
DELIVERABLES	The Enterprise Architecture Plan will define gaps, initiatives, and timeline. DMV will measure the gaps that have been addressed, the progress of initiatives identified, and the milestones that have been met. DMV will validate the roadmap and plan against the changing business needs and top business/IT priorities, and evolve.
TIMELINE	<ol style="list-style-type: none"> 1. Procurement - Sep, 2019 2. Assessment of the existing IT challenges and current Enterprise Architecture - Nov, 2019 3. First version of Short-term plan to address IT problems - Dec, 2019 4. First version of to-be Reference Architecture and roadmap - Jan, 2019 5. First version of Enterprise Architecture Plan - Feb, 2020 6. Fully approved DMV Enterprise Architecture plan - April, 2020 7. Mentor DMV to implement the Enterprise Architecture Plan, and update the plan for evolving needs - Oct, 2020
CONSIDERATIONS ASSUMPTIONS DEPENDENCIES	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Funding available by Jul 2019 2. Procurement completion by Sept, 30, 2019 <p>Other Considerations:</p> <ol style="list-style-type: none"> 1. Changes in business process and operating models may impact the Enterprise Architecture Plan. 2. Transparency and alignment between business and Information Technology 3. Plan execution is contingent upon funding, procurement, resource availability and DMV departmental project prioritization

Appendix: GG—SFL BCP Mapped to Audit Finding and/or Strike Team Observation

Work Action Plan Area	OSAE AUDIT ITEM	Reference Number	GovOps Strike Team
Customer Service / Service Delivery			
Communications and Outreach			
Call Center / Live Chat / CRM	X	1.6E	X
Website Redesign			X
Chat Bot	X	1.6E	X
Outreach and Marketing			X
Service Delivery			
WiFi / Tablet / Pre-Queue	X	1.4B	
Kiosks	X	1.6E	X
Business Partners			X
REAL ID:			
Temporary REAL ID Facilities and Ancillary Costs			
REAL ID Staffing Costs (1,900 PYs)	X	1.3A/1.6A	
Identity Management for REAL ID Workflow			X
REAL ID Pop Ups			X
REAL ID Customer Experience Sprints			X
ID Management	X	1.6E	X
Duplicate DL			X
Field Office Assessment and Redesign Pilot	X	1.7C	X
Credit Card Acceptance in Field Offices	X	1.6A	X
Motor Voter Program			
Workforce Development and Change Management			
Learning Management System	X	1.2C/1.7A/1.7C	X
Enterprise Governance	X	1.1A/2.2A	X
Training Resources	X	1.7A/1.7E	
Training Stand Down			X
Employee Tools - Lanyards	X	1.6A	
Employee Tools - PC Refresh	X	1.2C	X
Employee Tools - Vehicles / MCU			X
Employee Tools - Signage	X	1.6A	
Regional and District Support	X	1.2B/1.5B	
Organizational Change Management	X	1.2A/1.3A/1.4A/1.6E	X
Information Technology Improvements			
Front End Sustainability			
Information Technology Infrastructure Refresh	X	2.1A	
Network Redundancy	X	2.1A	
Enterprise Architecture Plan	X	2.3	

