

Californians' Interactions with State Government
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Thank you for the opportunity to participate in today's hearing and to share some information related to the Little Hoover Commission's current project on state government's efforts to improve customer service delivery and increase public engagement.

I currently work as the Chief of Enterprise Planning and Performance at the California Department of Motor Vehicles (DMV). This year, the DMV is celebrating its 100th anniversary, and I am proud to be part of an organization that has a century-long history of providing quality services to all Californians. In my remarks, I would like to highlight some of DMV's recent efforts to create a more convenient, innovative, and virtual service experience for our customers.

First, a little background on our department. Most people are familiar with two of DMV's core functions – registering vehicles and licensing drivers. There are approximately 33 million registered vehicles in California and more than 24 million licensed drivers. However, the DMV performs many other functions, including: recording ownership of registered vehicles; maintaining driving records; issuing identification cards; licensing car dealers, driving and traffic violator schools, vehicle salespeople, and other occupational licensees; and investigating consumer complaints and auto and identity-related fraud. Approximately 10,000 employees work at our Headquarters location, 174 field offices, and other locations throughout the state.

We understand that DMV is the “face of state government” for many Californians. As a result, we have invested substantial effort in increasing access to our services. It was not long ago that doing business with the department required a visit to a field office. Today, our alternative service options give customers greater flexibility in how they complete their DMV transactions.

- We offer 20 online services on our website (www.dmv.ca.gov). Examples of those online service options include vehicle registration and driver license renewals, change of address, and driver record requests.
- In recognition that our customers are increasingly using mobile devices to purchase products, pay bills, and access information, we developed our “DMV Now” mobile application for iPhone and Android. The application is available in English and Spanish and allows customers to find a local field office, take sample written drive tests, access educational videos, view DMV alerts, and complete vehicle registration renewals.
- We recently implemented a mobile-friendly version of the online vehicle registration renewal transaction. This mobile-friendly transaction automatically formats the webpage content to the mobile device's screen size, making it easier to view required fields and complete the vehicle registration renewal.

Our alternative service options extend beyond online services. Customers who do not have access to an online platform can renew their vehicle registrations by mail or phone, on a Self-Service Terminal (SST), or by visiting a DMV Business Partner or Auto Club. Our SSTs are located in fifty field offices and allow customers to get vehicle registration cards and tags instantly. The SSTs are available in English and Spanish and accept several payment methods. If eligible, customers can also renew their driver license by mail or phone.

Providing alternative ways to complete DMV transactions benefits all of our customers. Customers who use an alternative service channel are saved a trip to a DMV field office and are able to complete their DMV transaction in the time and manner most convenient to them. Redirecting customers to other service channels also helps to reduce field office traffic, which results in improved service levels for our field office customers.

In addition to increasing the capabilities of our alternative service channels, DMV is focused on improving the overall ease of doing business with the department.

- Our Virtual Hold solution allows phone customers the convenience of leaving a call-back number and receiving a return call from DMV, rather than waiting on hold for an available technician.
- Our Appointment Notify system provides field office customers with an appointment reminder call three business days prior to their scheduled appointment.
- Customers can sign up to receive e-mail reminders to renew their vehicle registration, with the first e-mail sent 30 days prior to the registration expiration date and another e-mail sent seven days prior to expiration.
- Last year, we implemented a TouchScreen Testing System that replaces the traditional, paper-based driver license written exam with an automated system that randomizes test questions and answers. The system guides customers through the testing process and gives a pass or fail notification at the conclusion of the test.

We are also working to increase public engagement by using social media and other creative ways to share DMV-related information.

- Our “Save Time. Go Online!” marketing campaign has proactively educated customers about available service options and the benefits of visiting a field office with an appointment.
- We were the first DMV in the nation to join YouTube. Customers visiting our YouTube channel have access to over 200 educational videos about safe driving and answers to common DMV questions.
- With over 18,000 Facebook followers and over 15,000 Twitter followers, DMV uses social media to distribute DMV-related information. We also monitor Facebook and Twitter in order to answer customer questions or resolve customer service issues.
- Our “DMV Answerman” and spanish-language “El Sabelotodo del DMV” video series offer brief, entertaining videos on how to complete common DMV transactions. These segments are written, produced, and edited entirely by DMV staff.

- Our Driver License Handbook for iPad offers an interactive, educational experience for customers preparing for their written exam, and includes photos, videos, and sample tests. Sample, interactive test questions and copies of the Driver License Handbook are also available on DMV's website.

It may be worth noting that DMV has implemented many of the above changes while also facing resource and technological limitations. A significant number of our IT and business resources are needed to support daily operations and/or the implementation of legislative, administrative, or federal mandates, which leaves limited resources available for strategic activities. Many of the legacy systems that support DMV's core functions are based upon a technical architecture developed in the 1960s and written in obsolete programming languages. Over time, these outdated systems have become increasingly complex and difficult to maintain and update.

DMV is certainly not the only public sector organization to face internal resource and IT constraints. In looking at our recent service enhancements as a whole, there are several internal factors that made these changes possible. First, there is a strong organizational commitment to DMV's mission and to serving the public. Second, we are fortunate to have individual employees within the department who are creative thinkers. Many of the actions that I just described to you originated from one or two employees who saw the potential of a new technology or envisioned a new way of delivering service. A third factor has been the DMV leadership team's receptiveness to new ideas. Much of our recent success has been due to executive sponsorship of specific service enhancements.

Lastly, customer feedback has played a role in driving service delivery improvements. DMV has several methods, such as our online "How Are We Doing" survey, for capturing information on customer satisfaction. These survey responses help us to measure overall customer satisfaction and are also reviewed by different departmental areas to identify potential areas of improvement. For example, comments from our online customers have identified redundant or confusing website content or sections of the website that are difficult to navigate.

What does the future hold for DMV? In the next five to ten years, I anticipate that DMV will continue to focus on service enhancements in support of the vision of an "anytime, anywhere" DMV. Ideas that we are currently considering include: adding more online transactions, making our website more user-friendly and mobile-friendly, increasing the capabilities of our Self-Service Terminals, and offering Live Chat or e-mail as customer contact points.

In closing, it is an exciting time for the California DMV. As a department, we take great pride in the accomplishments we have collectively achieved during the past 100 years. We also look forward to the next 100 years and to continuing to identify new and innovative ways to serve our customers.

Thank you for your time this morning, and I am happy to answer any questions.