



DMV's Digital Transformation Journey

DMV Vendor Day 2024

Webex Event

2/14/2024





Today's session is being recorded and will be made available to you later today.

Before We Start...

House Keeping

- Online/Webex Event
- You will be automatically muted and will be sent an unmute request when needed
- Chat has been disabled. Please send requests for assistance to DMVVendorDay@dmv.ca.gov
- Use the Q&A feature for the Q&A segments of today's event
- If experiencing poor audio quality, please shut down larger applications, such as Chrome or switch your audio connection type in your Webex audio settings
- End Time: 11:00 AM

About Today's Session

- Market research for DMV's needs
- Presentation of challenge statements
- Each challenge statement will be followed by a short Q&A
- No expectation to provide solutions that solve the problem in its entirety. Ideas to solve a portion of the problem are welcome as well.
- Vendors not registered in California are not prohibited from participating
- Recording of the session will be posted on the Vendor Day 2024 site
- Post session questions may be submitted to the Q&A section at the [Submission Portal](#)

Agenda

Overview of Vendor Day

DMV Services and Operations Overview

Previous Vendor Day Contributions

Discuss Six Broad Problem Statements

- Remote Drive Tests
 - Low maintenance omnichannel Smart Assistance/Chatbots
 - Mobile Technician for Registration Services (Temp Permits, Reg Stickers)
 - Creating Market and Adoption for Mobile Driver's License
 - Control Cashiering and Inventory Management
 - Wildcard (Focus on Operational Cost Reduction)
-

Next Steps

Welcome!

Meet the presenters



Liana Bailey-Crimmins
Director
CDT



Steve Gordon
Director
DMV



Ajay Gupta
Chief Digital Transformation
Officer
DMV



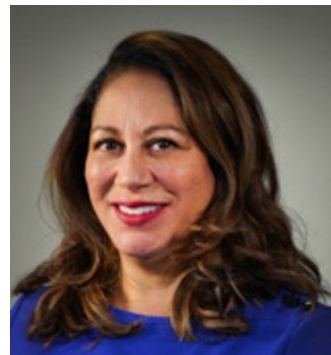
Serenity Thompson
Deputy Director
Digital Services
DMV



Bernard Soriano
Deputy Director
Policy
DMV



Coleen Solomon
Deputy Director
Field Office
DMV



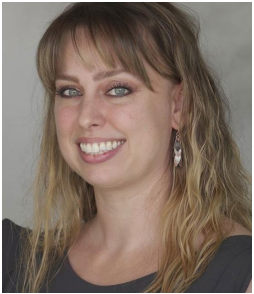
Trina Washington
Deputy Director
Operations, DMV



Tiffany Angulo
Deputy Director
Procurement, CDT

Welcome!

Meet the event team



Erica Soule

Vendor Day Lead /
Moderator



Lisa Zinn

Vendor Day Support



Rita Germain

Vendor Day Q&A
Moderator



Olivia Tavares

Vendor Day Support

Meet the experts



Jothi Periasamy

AI/ML/Portfolio Performance
Consultant



Jeff Bruner

Training Officer

A word from the California CIO



Liana Bailey-Crimmins

Today's Objective



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

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

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

DMV Services and Operations

Our Core Functions

Issue Driver Licenses & Identification Cards

Issue Vehicle Titles and Registrations

Promote safety via the Driver Safety Program

Regulate the Motor Vehicle Industry

Our Support Functions

Administrative Services

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

Revenue Collection

\$14B

Information Technology Services

Program, installation, and maintenance

Enforcement Services

Conducts auditing, monitoring, inspecting, and investigating

Enterprise Risk Management

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

DMV at a Glance



227

Locations



9600+

Employees



173

Auto Clubs



6,646

Business Partners



36M

Registration Transactions



34M

Licenses & ID Cards



74M

Total Transactions



\$14B

Revenue Collection

DMV at a Glance



Driver Safety:

61K

DUI APS
Cases



Driver Safety:

102K

Impairment
Cases



Driver Safety:

6.9K

Negligent Operator
Cases



7.8M

Motor-Voters Served



Employer Pull Notice

1.9M

Notices Provided



Occupational Licensing

39K

Entities



Occupational Licensing

77K

Individuals



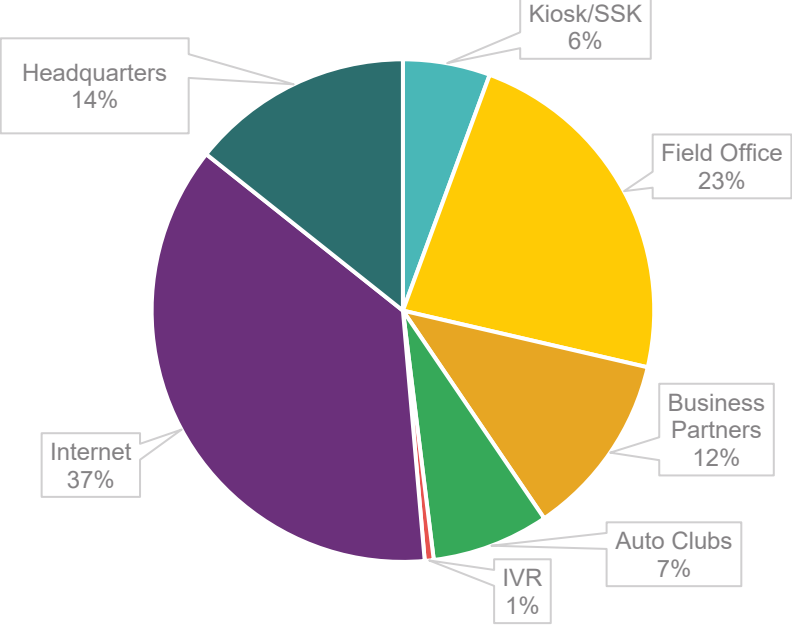
Occupational Licensing

17K

Dealers

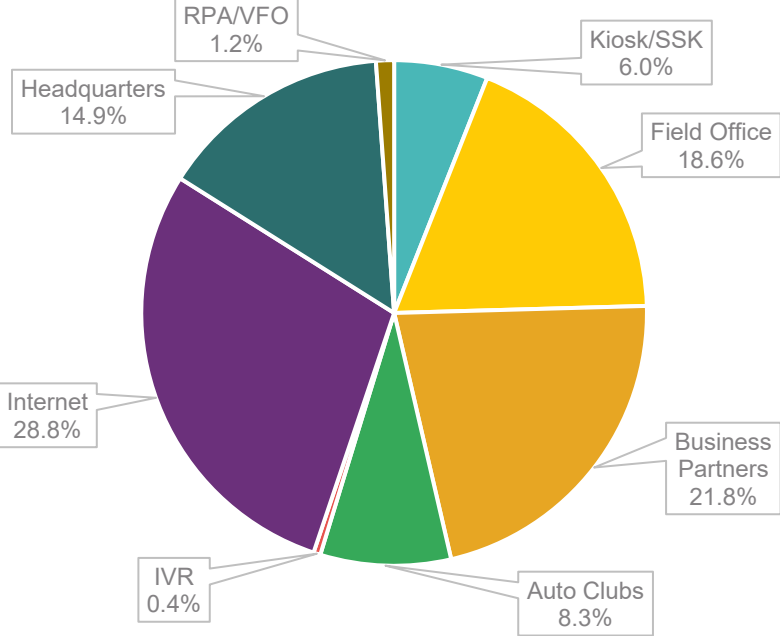
Our Delivery Channels

Transactions by Channel



74M Transactions

Revenue by Channel



\$14B in Revenue

Transforming and Modernizing our Channels



Field Office

- Interaction time reduction via digital alternatives
- Demand/traffic analysis & supply planning
- Queuing optimizations
- Channel shifting
- Virtual Office alternative
- Accessibility and access improvements (self-service terminals, translations, WiFi for mobile access, tablets)



Contact Center

- Self-service fulfillment
- Call analytics & supply planning
- Call root cause reduction
- Automation with bots (AI & RPA)
- CRM across channels to track customer journey



Headquarters

- Paper reduction with digital alternatives
- AI/ML to expedite backlog reductions
- Robotics (physical & digital) to automate “mechanical” processes
- Process leaning



Digital/Online

- Mobile first design on website, app, & wallet
- Digital alternatives & payment options
- Identity verification security & simplification
- Remote/virtual verification & self-service enablement



Kiosks/ Mobile Tablets

- Additional transactions
- Location expansion
- Mobile technicians equipped with complete capabilities



Business Partners

- Paper reduction
- Digital alternatives
- Integrated experience
- Industry Business Center service modernization

Core Systems



Customer centric transaction management

- Modernization with a common CRM across channels
- Case management for driver safety and investigations
- Partner portal for information requests across industries
- Federated content management across all customer channels

Cloud/SaaS Technologies to improve

- Availability & scalability
- User experience
- Time to market
- Data integrity

Process and Data Mining to improve

- Data driven decisions
- Staff coverage across channels
- ABC modeling

How this Public-Private Partnership helps California?



Supporting the transformation vision driven by

- Obsessing over our customers
- Creating the best experience for our employees
- Building partnerships
- Challenging the status quo
- Focusing on the social good

*"A good plan **today** is better than a perfect plan **tomorrow**"*

Vendor Day Events



4

Major problem areas



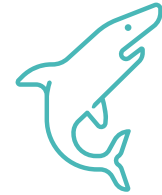
>350

Attendees from 200 vendors



213

Ideas submitted



9

Pitched to Execs and VCs

2019

5

Major problem areas

>325

Attendees from 175 vendors

146

Ideas submitted

10

Ideas pitched to State Execs

2020

6

Major problem areas

359

Attendees from 97 vendors

93

Ideas submitted

13

Ideas pitched to State Execs

2022

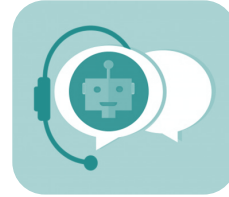
Your ideas in action



Mobile Technician
capturing REAL ID applications outside of Field Offices



AI Based Remote Proctoring for Driver Knowledge Tests



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



Multilingual **Smart Assistant** in DMV Contact Center



Intelligent Document Processing



Voice augmented DMV
Online Service navigation



Virtual Field Office
for assisted services



Mobile Technician
For Real ID and Cal ID



Robotic process automation of paper workloads



Workforce **Scheduling Optimization**

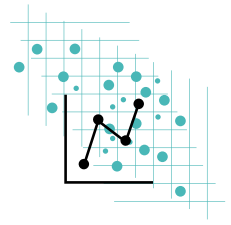
Your ideas in action, cont.



Drive Testbuddy
to gamify drive test preparation



Explainable AI
for **personalized license plates screening**



Real-time **field office foot traffic spatial intelligence**



Multilingual **translator** for field office interactions



Vehicle Title NFT as a digital twin of paper title



Disabled placards with **Active verification system**



DMV **Digital wallet**



Commercial Behind the wheel **Drive Test Assistant**



Workforce **Communication Platform**

Remote Drive Tests





Remote Drive Tests

140

Average examiner injury claims per year

705

Drive test examiners

179

Drive test locations

255

Safety incidents in 2023

1.1M

Standard drive tests in 2023
67% pass rate;
33% fail rate

60K

Commercial drive tests in 2023
56% pass rate;
44% fail rate

52%

New driving record customers are less than 20 years old

24%

New driving record customers are between 20 – 29 years old

32%

Driving test re-evaluations are given to customers between 70 – 79 years old

Remote Drive Tests

Problem Statement

The Department of Motor Vehicles is seeking innovative solutions to **enhance the safety** of our drive test processes and **increase overall efficiency**.

Scope

As we strive to modernize our operations, we recognize the **need for cutting-edge solutions** in conducting drive tests. Remote Drive Tests represent a forward-looking approach to address safety concerns and streamline our testing processes, aligning with our commitment in becoming California's leading customer-centric public sector organization.



Desired Outcome

- Ensure a **secure** and **reliable** remote drive testing environment.
- Enhance **safety measures** during drive tests.
- Establish a reliable and scalable **technology infrastructure** with mobile devices to support simultaneous drive test monitoring and recording
- Improve efficiency in **scheduling and conducting** tests.
- Provide innovative solutions applicable to **various testing scenarios**.
- Foster a **seamless experience** for both test takers and examiners.

Remote Drive Tests

Initial thoughts

Ideas being considered

- Specialized devices with **Camera and GPS** loaned to the drivers being tested
- **App on drivers** to track driving behavior, use camera for video and route instructions via the phone speaker
- **Drones to track driver behavior** with AI tracking the specific vehicle



Points to Ponder

- Testing regulations require **human involvement**
- Field offices are located **throughout California**
- Solution will need to include considerations for **differently abled and socioeconomic groups**
- DMV owned Mobile Device inventory to be used need to be **reliably tracked and temper evident**
- Location **Privacy and personal data** of the driver needs to be secured
- Preferred/Standard test routes need to be **quickly adjustable**
- Detection for **self-driving technologies**
- **Remote Identity** verification


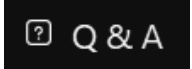


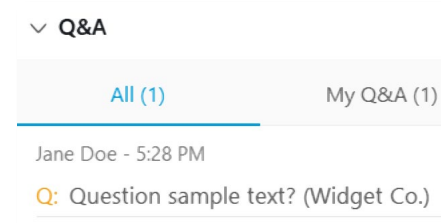
Q&A | Rules of the Road

About Q&A

- Q&A will last for 5 minutes.
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- C Select Send or hit Enter.

Low Maintenance Omnichannel Smart Assistants/Chatbots





Low Maintenance Omnichannel Smart Assistants/Chatbots

Key chatbot data

<p>7 million Website Users per Month</p>	<p>270k Unique Web Chatbot Sessions per Month</p>	<p>4% Chatbot Engagement Rate</p>	<p>70% Sessions during Business Hours (8am to 5pm)</p>
<p>220 Utterances</p>	<p>13 Languages</p>	<p>94% Chatbot Hit Rate</p>	<p>69% Deflection Rate</p> <p>This metric was changed from 12% to 69% after the Vendor Day presentation</p>

Low Maintenance Omnichannel Smart Assistants/Chatbots

Problem Statement

The DMV provides web and IVR customers with a chatbot to answer questions, find information on the website, and assist in connecting customers to a live contact center agent. Customers seeking personalized info require agent assistance. **Live agents are not often immediately available, introducing wait times to customers who are already frustrated.** Chatbot training is difficult as data gathered is voluminous and requires manual compilation.

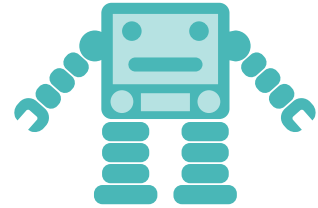
Scope

Enable DMV customers and staff with contextual, expedited self-service using a secure low maintenance **omnichannel smart assistant/chatbot solution** that provides helpful information, personalized processing, and transaction support for a consistent user experience regardless of the **channel chosen by the user.**



Desired Outcomes

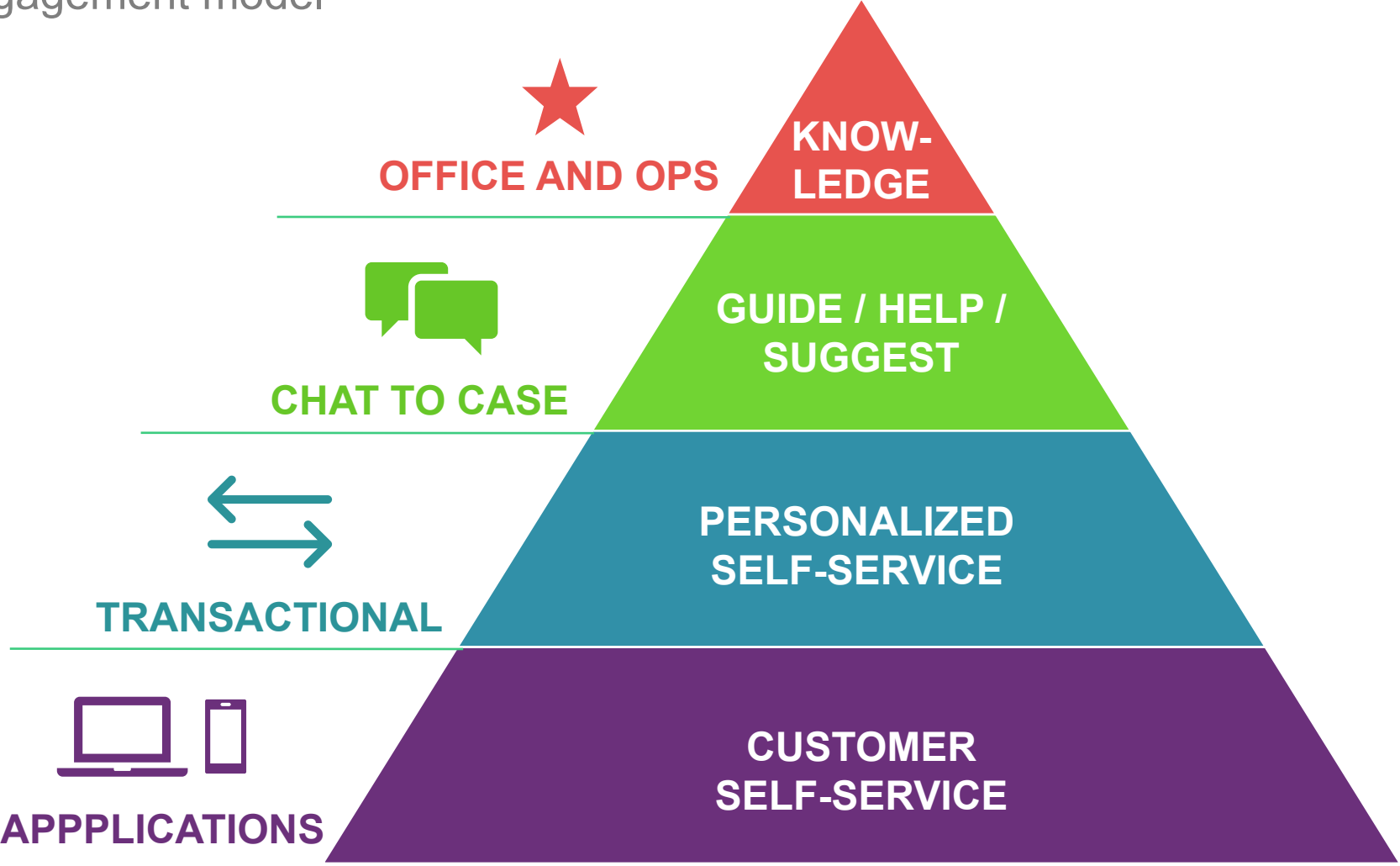
- **User Experience:**
 - Improve customer satisfaction through quick, relevant, and contextually accurate responses
 - Personalization to cater to individual user needs
 - Multimedia content presentation
- **Operational Efficiencies:**
 - Optimize time and effort of staff
 - Reduce workload on live agents for routine queries
 - Low maintenance management; ability for business and content teams to tune/train the bot(s)
 - Analytics for continuous improvement
- **Accessibility:**
 - Available in multiple languages
 - Compliance with ADA and WCAG 2 standards
 - Responsive design
- **Security and Privacy:**
 - Compliant with State information security policies
 - No sharing of customer data with AI models



Low Maintenance Omnichannel Smart Assistants/Chatbots

Omnichannel chatbot engagement model

- ▶ **OPTIMIZE**
time and effort of staff
- ▶ **EXPAND**
use of self-service



Low Maintenance Omnichannel Smart Assistants/Chatbots

Initial thoughts

Ideas Being Considered

- Enabling lookups and status checks such as VIN Lookup, VR Status, DL Status, record lookup
- Conversational, prompt-driven experience
- Chatbot for Field Office Division technicians to instantly connect with / escalate to Operations to quickly resolve live customer matters
- Smart assistant that retrieves "how to" and related information for technicians needing help or a refresh based on memos, forms, policies, and procedures

Constraints

- Adherence to data privacy regulations and security standards.
- Seamless integration with existing systems and databases.
- Scalability to handle varying user loads without performance issues.
- Cost-effective implementation within budget constraints.


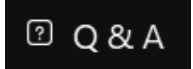
Points to Ponder

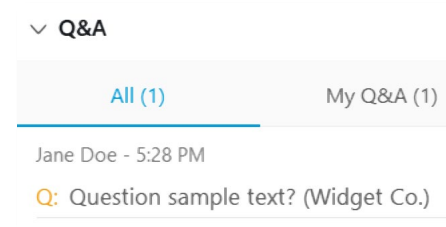
- Ability to fetch from multiple information sources and present answers in a single interface.
- Ability to understand intent on follow-up questions, based on the conversation thread.
- In a multi-bot strategy (a hybrid of conversational intelligence and transactional chatbots), we need effective collaboration among smart assistants/chatbots to cover diverse areas and scenarios.
- Chatbot personality traits to be fast, helpful, and supportive.

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Mobile Technician for Registration Services

Temporary Permits, Registration Stickers



Registration Services On The Go

Bringing DMV to you

>200

Annual outreach events for communities, unhoused and disaster assistance

~5K

Mobile transactions, ~500 disaster related

>70

Pounds for the minimum 8-piece equipment carried to mobilize DMV services on the go

14

Vehicle related services available online

6,600+

Number of business partners and auto clubs providing vehicle services

285

Kiosk locations (grocery stores, DMV offices, Government buildings) with credit card payment and some (~30%) cash acceptance

20+

Vehicle transactions issuing "physical things"

1,000+

Licensed Vehicle Verifiers providing services

Mobile Technician for Registration Services

Problem Statement

The California Department of Motor Vehicles is seeking an innovative and nimble solution to enable our technicians to **provide vehicle registration and other transactions on the go** for our residents in their communities, DMV events, and to our special needs customers by December 2024.

Scope

To assemble a combination of specialized **mobile devices and software platforms, that technicians can comfortably carry**, that provide vehicle registration stickers, temporary operating permits, and process related transactions.

Desired Outcomes

- A solution to perform vehicle registration transactions that result in **on-the-spot printing** and **issuance of registration cards and stickers** (a thermal print)
- A desire to issue additional "indicia" as part of this interaction



Mobile Technician for Registration Services

BS

Initial thoughts

Ideas being considered

- Car rental car return style **wearable printers** for Mobile technicians
- **Rethink Reg Sticker material** science for simpler printing options



Points to Ponder


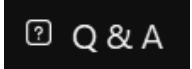
- Registration cards have flexibility in the dimensions and registration stickers **may not be flexible in the material and adhesive**, but somewhat flexible in the inventory identifier and display content on the sticker as applicable within the California Vehicle Code

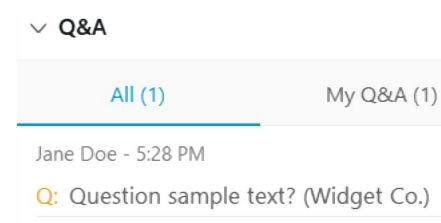
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Accelerating Mobile Driver's License Adoption



California mDL Health Report – 174th Day



381K

Total mDLs
(~312K unique)



~700

Daily mDLs



~1.1K

Daily App Downloads
(~647K total @ 01/30)



2

Daily Manual
Reviews



<2K

Daily Website Views



~6:1

IOS/Android Split

624

Monthly TSA usage
(Dec)



~82.5K

TruAge Enrollments

California Driver's License – Progress So Far



Achievements

- **TSA certification** of the mDL
- **General availability** in Aug'2023
- **Partnered** with airports, airlines, convenience stores and POS vendors
- Usability and Privacy **Study completed**
- Exceeded pilot scope of 0.5% mDL users within 3 weeks of the rollout
- Leads the nation in #of mDLs issued, and among the leaders in the mDL use nationally


















Differentiators

Support for:

- Platform development of multiple mDL platforms
- Multiple standards to market equality
- Age Verification platform for public use beyond air travelers/TSA use case
- 10x more mdls compared to the original 0.5% legislative ask
- Open source platform for the wallet for **privacy and for collaboration**
- **Integrate mDL reader** for small business and identity, age verification
- **Online use of mDL** for identity and age verification services across public sector departments
- **Disaster recovery** and **Unhoused** digital DL/ID replacement use case
- Supporting CDT on developing a Special Provision for Wallet providers for **future identity wallet initiatives**
- Exploring **cost reduction strategies** with CDCR, EDD and BCSH on identity verification services.
- Exploring **safety enhancing flows** with CHP and local law enforcement



mDL Roadmap for 2024: How Can We Improve Our Plan?

	Q1 Expanding existing adoption and adding new channels	Q2 Enablement	Q3 Cross Industry Engagement
Travel	 <p>Statewide rollout of mDL Readers at California airports</p>  <p>Multiple airport partnerships for customer awareness</p>	 <p>mDL Readers training and enablement</p>  <p>Multiple airport partnerships for customer outreach</p>	
Daily Life	 <p>Additional convenience stores across California for age verification</p>  <p>POS technology enablement for CA Wallet based age verification</p>	 <p>Disaster Assistance and Unhoused use case enablement</p>	 <p>Large scale convenience store rollout for age verification</p>
Digital Life	 <p>First online use case for mDL presentation</p>  <p>Open source credential reader to enable we applications reading mDL</p>  <p>Frictionless login experience via mDL</p>	 <p>Cross industry digital identity awareness campaigns</p>  <p>Additional DMV products as credentials in the wallet</p>	 <p>Additional State departments enabled for online identity verification using mDL</p>  <p>Financial Sector enablement for faster and cheaper KYC and secure transactions</p>

Accelerating Mobile Driver's License Adoption

Problem Statement

The California Department of Motor Vehicles is seeking a creative, experimental, or proven solution to create opportunities for the use of recently released California Mobile Driver's License to **augment identity and age verification needs for our small and large businesses**, and for public sector entities to enable a convenient and cost-effective channel by December 2024.

Scope

Provide use cases and solutions to utilize California Mobile Driver's license to provide **secure, privacy preserving, cost effective and convenient** way to an otherwise costly, manual and fraud prone process of identity and age verification, in-person and remotely.

Desired Outcomes

- Provide use cases and possible solutions to enable the consumption of **Mobile Driver's License in the market**
- We are looking for ideas and implementable solutions to **create a rich demand for mDL use** and improve adoption both for the identity holders and relying parties that verify the identity and provide subsequent services



Accelerating Mobile Driver's License Adoption

Initial thoughts

Ideas being considered

- Supporting multiple standards for online and in-person verification
- Multiple credential owners on a custodian wallet
- Integration with other applications to transfer mDL data from the reader

Points to Ponder


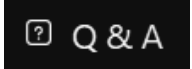
- Creating testing sandbox for developers
- Standards maturity
- Cost of adoption for tech components
- Data retention controls

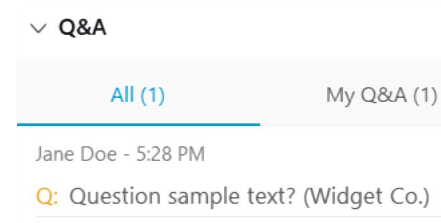
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Control Cashiering and Inventory Management



Control Cashiering and Inventory Management



4.6B

Total funds collected via cashiering process (FOD, AAA, HQ)

17,500

Cash Drawers (Field offices, auto clubs, headquarters, business partners)

~400

Control Cashiers

6

Types of inventory distribution channels (Field/AAA, Central/Internet, BPA, Motor Carrier)

~15M

Accountable inventory issued via 5 channels (FOD, HQ, AAA, BPA, Kiosks)

~1M

Controlled inventory issued

258

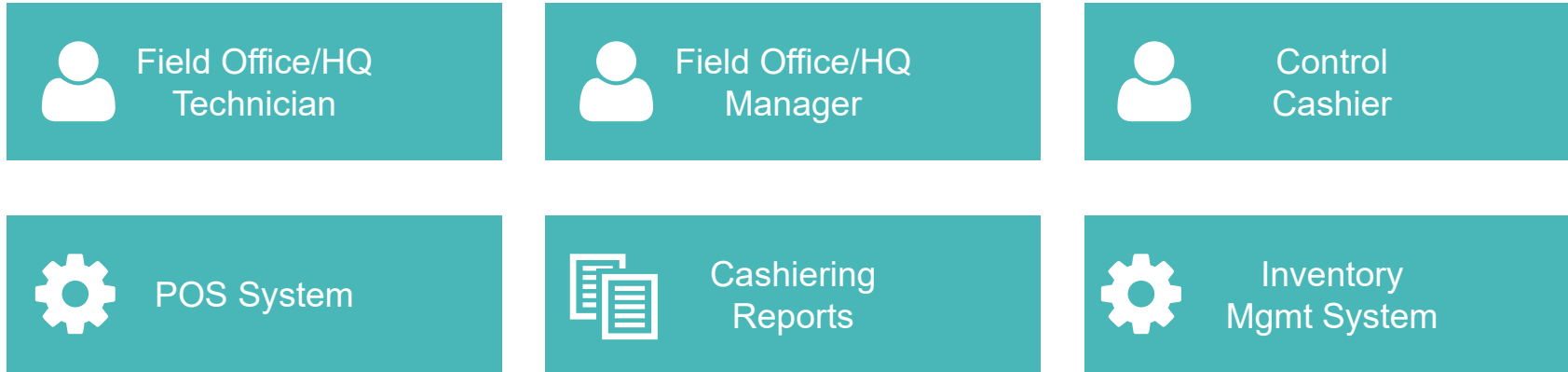
Accountable item types (Plates, stickers, placards, tabs)

109

Controlled item types (Checks, Forms, Automated Numbers)

Control Cashiering

Players and Activities



Add/Update/Transfer Workforce

- Control cashiering authority assignment
- Employee authorization
- Setup and Credentials

Technician Fund Management and Reconciliation

- Transaction processing
- Payment reversals
- Thresholds
- Cash drop offs
- Shift close
- Signoffs

Balance Transactions/Perform Audits/Deposits

- Balance technicians and offices
- Manage and report discrepancies
- Reversals
- Prepare and verify deposits

Inventory Management

- Ordering
- Single and multi station replenishments
- Returns and adjustments
- Transfers

Office Change Funds

- Disbursements, Verification
- Authorize, Obtain, Replenish, Increase
- Transfer between managers
- Change order

Reports

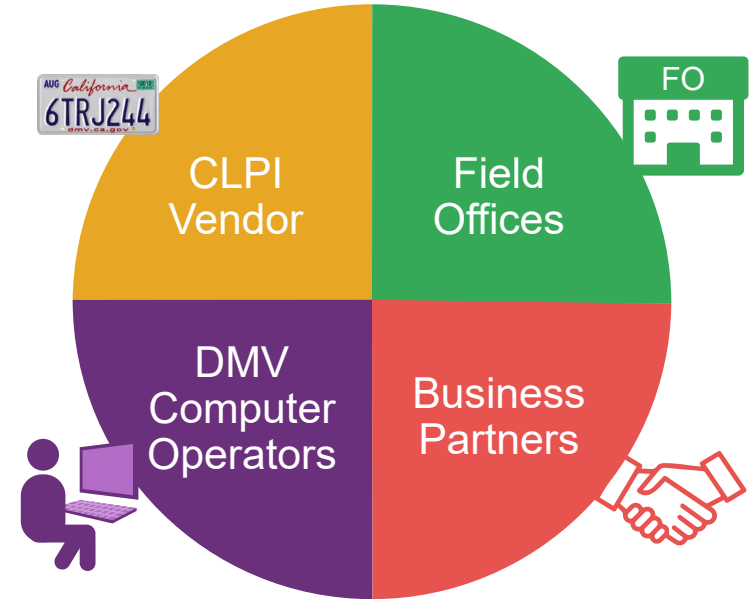
- Bundle log, Purge log
- Office inventory
- Item code inventory
- Inventory activity
- Transmit clearance (balanced workdate)
- EPayment batch status

Inventory Management - Players

Administrator



Distributor



Supplier



CLPI = Central License Plate Issuance

Inventory Management – Players and Activities

FAIS	PIA	CLPI	Warehouse	DMV Operations	DXP	Business Partner
Inventory Administrator	Manufacturer	Outsourced Delivery Vendor	+ AFS	Comp Ops	Field Office/ Auto Clubs	
<ul style="list-style-type: none"> • Ordering • Manage outsourced delivery inventory • Oversight 	<ul style="list-style-type: none"> • Order fulfillment • Delivery to warehouse 	<ul style="list-style-type: none"> • Inventory receive acknowledgement • Inventory matching and mail • Shipping status 	<ul style="list-style-type: none"> • Receive and manage inventory • Manage orders • Inventory use tracking feedback • Inventory availability tracking 	<ul style="list-style-type: none"> • Batch printing over inventory • Inventory use map to transactions 	<ul style="list-style-type: none"> • Request inventory • Availability and location assignments • Return/replace 	<ul style="list-style-type: none"> • Request inventory

Control Cashiering and Inventory Management

Problem Statement

- DMV is in the need to transform cashiering and inventory management performed at the field offices, auto clubs, business partners and headquarters.

Scope

- Explore innovative products and solutions to transform cashiering and inventory management performed at the field offices, auto clubs, business partners and headquarters, drawing from best practices in retail sector.

Desired Outcomes

- Cashiering and inventory management solution integrated with core DMV systems and also serving external entities like auto clubs, business partners and delivery vendors.

Control Cashiering and Inventory Management

Initial thoughts

Ideas being considered

- Salesforce centric marketplace solution for POS integration, cashiering, auditing and inventory management
- Separating the warehouse inventory management tools from field office core systems

Points to Ponder


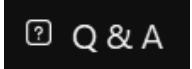
- Compatibility with the current and soon to modernized DMV platform

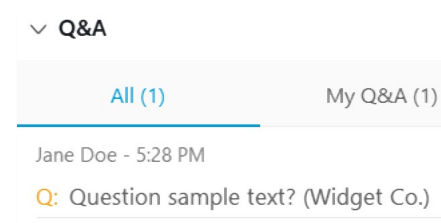
Q&A | Rules of the Road

About Q&A

- Q&A will last for 5 minutes.
- Choose one rep per entity to submit your question.
- Submit your question through the Q&A Panel.
- If your question is selected, the Q&A moderator will read it out and will send you an unmute request for you to add any clarifying information as needed.
- Any questions not answered during this session can be submitted later through the [Submission Portal](#) Q&A section.

How to Submit Your Question

- A** Open the Q & A panel by clicking the  at the bottom of the window, then selecting .
- B** In the Q & A panel text box, type your question along with your company name, select 'All Panelists' in the Ask drop down



- C** Select Send or hit Enter.

Wildcard

(With a focus on operational cost reduction)



Wildcard:


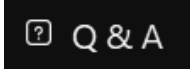
- Clearly identify an opportunity for improvement that you as a DMV customer and business partner have experienced in California or another location
- Submit your solution to make the improvement. Proposed solution may have been implemented in another state or another industry
- Demonstrate the value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

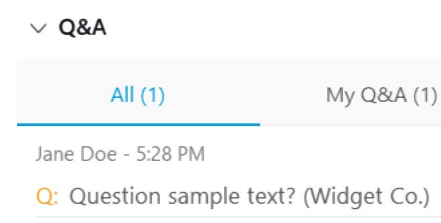
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- C** Select Send or hit Enter.

Procurement Guidance and next steps



Tiffany Angulo
Deputy Director, Statewide Technology
Procurement

Post Event Steps ...

Plan

- Invite vendors for deep dive demo sessions
- Identify scope, budget and timelines

Procure

- Use the information gathered to solicit and/or buy

Implement

- Conduct smaller scale POCs/POVs
- Deploy larger scale and rollout

In Closing

After today's session

- Submit narrative responses online to our problem statements or the wildcard entry
- Links to the session content and online submissions will be posted on [DMV's event webpage](#) by COB Today
- Submissions are due in four weeks on March 15, 2024, by 11:59 p.m. PST.
- Selection/Screening will be done for
 - Relevance – Addresses the problem, feasible for a governmental entity
 - Executability – Technically possible, DMV can accommodate the asks
 - Capability – Can the vendor deliver, reasonable and affordable
- Vendor Pitch Day is for vendors to demonstrate their concept/solution
 - Qualified/Selected vendors will be notified on the week of April 1, 2024
 - Pitch day will be hosted in late April, and vendors will have 25 minutes to pitch their idea/solution (10 min Q&A)
 - Ideas will be presented virtually to State executive team and staff
- Post session questions may be submitted to the Q&A section at [Submission Portal](#)



Vendor Submissions Process

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

[Submission Portal](#)

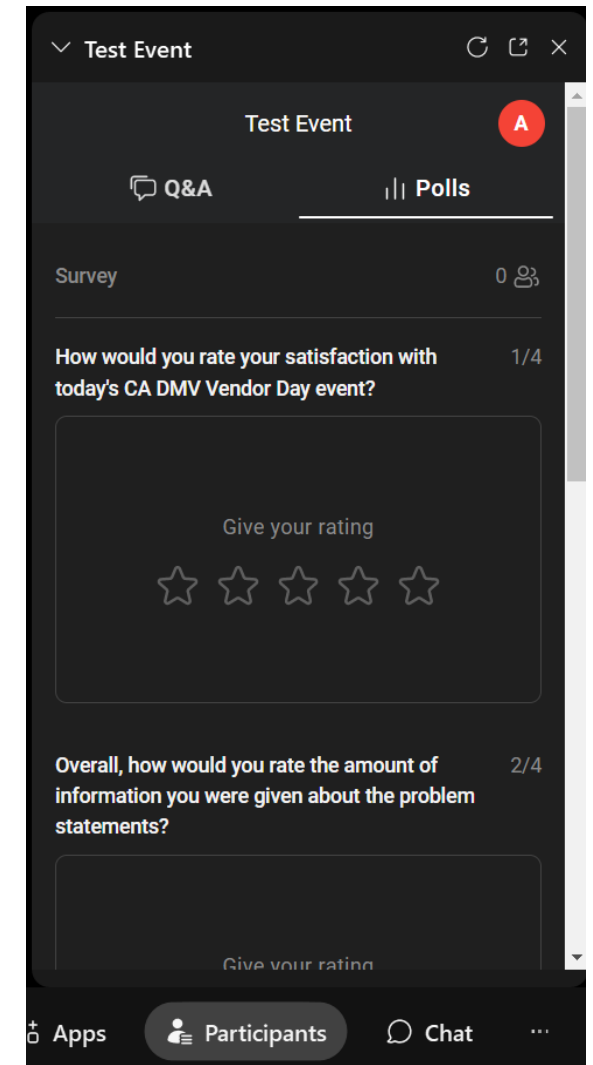
Survey

Thank you for joining us today!

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

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

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



Thank you for
joining us today!

