

Business Process Innovation



Disabled Person Placard Transformation

Reducing Fraud, Creating Accessible & Sustainable Solutions

Phase 1 - Dec'2022

Phase 2 - Aug'2023

Phase 3 - WIP



California Department of Motor Vehicles

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Executive Summary

California serves over 2.4 million disabled population by providing free parking services across the State with the Disabled Person Placard. In order to allow for a convenient, cost optimized and accessible platform to provide this service and product, the State has embarked on a product and service re-innovation. The modernization provides a self-service model that provides rapid service, reduces fraud and reduces operational costs for the residents. It also supported a rapid transformation to comply with a new legislative mandate, which required all existing customers to verify their information.

So far, the program has Implemented two phases, the modernized process first offered a robust online option for the newly mandated renewal requirement and then offered a wholly redesigned DPP system for its customers and staff. Both phases involved significant user experience testing with development based on customer-centered design principles.

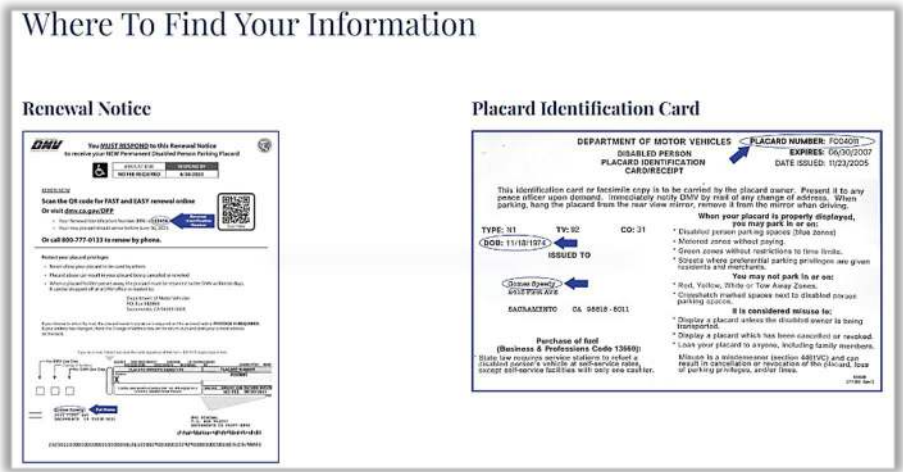
The IDEA

Disabled Person Placard (DPP) Modernization Project epitomizes the Department of Motor Vehicles' (DMV) commitment to modernization, seamlessly transitioning a legacy system and process to SaaS technology and optimized paperless process. Not only did this initiative fulfill legislative mandates outlined in Senate Bill 611, aimed at bolstering the integrity of the DPP Program and curbing misuse, but it also optimized processes and technology, transitioning from monolithic architecture to standalone systems for enhanced adaptability. Handling approximately 2,500 DPP transactions daily and 2.4 million placard issuances annually across various offices, including headquarters and Auto Clubs, the project significantly impacted business areas such as Contact Centers and payment vendor services.

Implementation

Phase 1 - Launched December 12, 2022, the first phase impacted nearly 2 million customers, who are now required to renew their DPP. To manage this significant new renewal workload, the California DMV created an online attestation and e-signature process and augmented its traditional mail-based processes.

For the online process, the California DMV developed user friendly webforms and implemented electronic signature and workflow automation. The renewal website had easy-to-use reference graphics and a FAQs page. dmv.ca.gov/dpp



The online attestation process created using a web accelerator and workflow automation engine supplemented paper processes that were designed to use Intelligent Document Processing (IDP). IDP results were used to extract the data and update systems reduced manual keying, which in turn reduced turnaround times. It also fed into robotic process automation

(RPA) to process data in legacy systems.

The technology and design helped placard holders renew their DPPs efficiently, while allowing the California DMV to handle this new workload with minimized impact to operations and maintaining the program's integrity.

Phase 2 – Launched August 21, 2023, this phase of the DPP modernization effort involved the implementation of a wholly redesigned DPP system. The new DPP system modernizes disabled placard issuance and replacement. The agile software development methodology allowed for all stakeholders to participate in the iterative process, namely through product demonstrations and regular project updates.

Since this was the first exposure to this new Salesforce platform for most California DMV field office staff, they engaged in a significant Organizational Change Management (OCM) campaign. The OCM campaign:

- Established an OCM Network comprised of representatives of all stakeholder groups,
- Created department-wide readiness checklists to ensure role clarity and timing,
- Implemented a communication structure that included a centralized source of information, quick reference guides, and a project dashboard,
- Developed an outreach campaign for placard holders that focused on the online renewal option,

- Established post-implementation support that included defect resolution and backlog review, and
- Covered 180 physical office locations and over 100 auto clubs statewide.

The successes achieved through the new DPP program created a model for the California DMV as it continues its modernization journey to create a more efficient, customer-centric organization.

California also innovated in creating a data exchange between cloud-based SaaS platform with legacy systems for real-time payment processing. It showcased an innovative approach to emulating legacy interfaces from within the modern architecture for our business partners still utilizing legacy end points.

Outreach – The California DMV went to great lengths to inform customers about this new service option and to encourage them to use it. A targeted email campaign was instituted to reach those impacted by this new requirement. A news release raised overall public awareness and social media posts elevated exposure.



Impact

Soon after the Phase 2 launch, the California DMV had processed 1.3 million DPP renewal applications (46.2% performed online). Total 2.4 million placards are currently active in the new system.

External customer adoption exceeded expectations with almost half of customers using the online renewal process. Here are some of their comments:

- *Process to get my placard was very easy and fast.*
- *I was very pleased with the Disabled Persons Placard process and was very easy.*
- *Your DMV representative was graciously patient with me in explaining every aspect of my placard registration process. I was very impressed with his knowledge of the DMV services providing me with complete and comprehensive understanding. The DMV agent strove tenaciously to succeeded in getting me registered for a new placard that I needed desperately. As a retired supervisor of a couple of institutions, If I had to evaluate his performance, it would be excellent in all categories. I did not expect his rare professionalism, patience, and attention to my request from DMV. I cannot think of anything DMV representative could have done to enhance my experience.*

Relatedly, internal endorsements of the system are evidenced by the following:

- *The new system is easy to learn and complete. Able to serve our customers quickly.*
- *Rollout of the new system and process was successful due to the training and communications provided.*
- *Easy to use the new DPP system.*

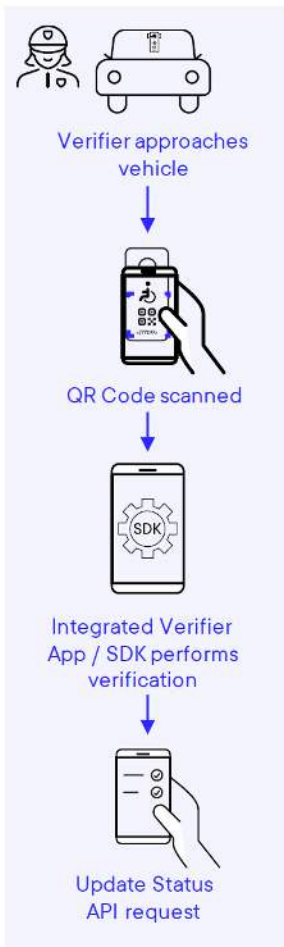
What is Next

The DPP program is now working on a special project in partnership with UC Davis, AWS Innovation Lab and a startup firm to add a verifiable credential on the placard and add a verifiable credential to the DMV Wallet that allows for offline verification of the placard and DPP ID validity.

In order to reduce long-term operations costs and further reduce fraud and waste; as well as to provide an innovative way to serve DPP holders, DMV is working on a new placard design that would allow for elimination of issuance of the plastic placard every two years, creating an environmentally sustainable option and reducing operating costs for the state in materials, handling and postage for all three million permanent placards.

This will use a digital credential technology, verifiable compact credentials that will be added to the new placard design. It will allow for a digital activation/deactivation/renewal of the placard without issuing a new placard in the future. It will also allow for offline verification of the placard authenticity by parking authority without connecting with the DMV systems.





DMV, in partnership with University of California, AWS innovation lab and a local startup to pilot an innovation that finds available disabled parking spots at the campus and medical facilities via CA DMV Wallet and allows for identification, check in to the parking spots and page the hospital on the arrival of the disabled individual using a disabled parking digital credential. This credential is being added to the recently released California Digital Wallet that currently holds the Mobile Driver's License for identification.

