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P R O C E S S J O U R N A L

THE DMV

ISSUES

- ✘ Too many uses for a single room
- ✘ Hard to find where to book an appointment
- ✘ Lines are too long
- ✘ One person tells you to do one thing, and another tells you to do something else
- ✘ Outdated computer equipment
- ✘ Confusing to figure out which forms to fill out
- ✘ Need wifi in the DMV office
- ✘ Need to have a place where you have privacy when filling out forms
- ✘ Confusing signage
- ✘ Confusing categories for waiting in line (A17 or B29)

SOLUTIONS

- ✘ Need to push online Appointment Booking, through guerilla advertising
- ✘ Need happier colors/better atmosphere for doing business
- ✘ Need WiFi
- ✘ Need privacy when filling out forms
- ✘ Need separate rooms for separate functions
- ✘ Need to categorize information better

TOP 6 PROBLEMS

1. Teens (take driver's test, need id)
2. Seniors (make sure that they still can drive, want senior discounts)
3. Working Age (ID's, Commercial or business license, Driver's test (motorcycle, truck or car), paperwork)
4. People with smart phones
5. People without a computer
6. People who don't speak English

RESEARCH FACTS

WHY PEOPLE USE THE DMV

1. To be able to Drive
2. Buying/Selling Vehicles
3. Lost/Stolen License/Identity or Illegal access to DMV Records
4. To have ID (To be able to vote, use the airport, write checks)
5. To get discounts for owning an eco-friendly vehicle
6. Reporting unsafe drivers, abandoned vehicles, traffic accidents
7. Organ Tissue Donor
8. Business Partner Automation (BPA) Program

WHAT THE DMV OFFERS

1. Workshops, Practice Tests, Educational Videos, PSA's
2. Take your Photograph/Fingerprint
3. Make sure that you have the right Paperwork

WHAT MAKES FOR A GOOD DMV EXPERIENCE

1. APPs (show open offices/hrs, book appointments, wait in line)
2. On-Line Resources (sample exams, educational videos, video explanations, 30-sec how-things-work)
3. WiFi in DMV offices
4. Kiosks (w/headsets) in DMV offices (for making appointments / waiting in line, how-to videos, answering questions) - also available
5. Good Signage/hierarchy of information
6. Quick sign-in touch-screen?

CONTINUED RESEARCH

DMV'S IN OTHER COUNTRIES

- A. Korea - two buildings (do a physical in one, pay & turn in paperwork in the other)
- B. France - point system (start with 6 points, lose points for traffic violations, start over after 6 months if you lose all of your points)
- C. Kenya - do your driver's test with a police officer, get your license at the District Commissioner's Office
- D. Norway - the Public Roads Administration administers licenses
- E. British Columbia - learner's stage (12 mo), novice stage (24 mo), memory test (80 yrs and over)

HOW IS THE DMV FUNDED

- A. Taxes (road, income, gas, etc)
- B. Fees (licensing, title, license plate, etc)

SLOGAN

American Association of Motor Vehicle Administrators:
"Out of Line, and Online" is what they'd like the DMV tagline to be.

DMV'S IN OTHER STATES

- A. Florida - Tax Commissioner runs tag office; DMV for driver's licenses, etc; has drive thru's; has registration, renewal or address change online
- B. Tennessee - County Clerk takes care of tags & plates; DMV takes care of licenses, id's, etc
- C. Alabama - shut down 4 out of 6 DMV's in one county
- D. Nevada - self-service kiosks
- E. Massachusetts - sold DMV offices in order to use lower rent offices
- Connecticut - Closed the DMV department & moved the employees into the agencies of Consumer Protection, Environmental Protection, and Public Safety; provides self-service kiosks in AAA, the mall, & grocery stores; "AutoRenew" with a PIN# for online services
- F. Virginia - self funded, but fewer people are buying cars or moving into the state, so still are having lower revenue; Touch-tone Renewal System (allows user to renew a vehicle registration online)
- G. Colorado - using DMV money to pay for bridge and road maintenance
- H. California - using DMV money to pay for the state deficit

REVIEW OF RESEARCH

ISSUES WITH THE DMV

1. Lines too long (people waiting out in the elements)
2. Not easy enough to book appointments/waiting in line
3. Signage is confusing/hard to find
4. Proper Forms are hard to choose
5. Uncomfortable experience (from dealing with grumpy employees, to the depressing atmosphere, to outdated machinery)

THINGS TO ADD TO THE DMV

- ⊗ Why not have video appointments at the DMV with people who speak your language. And then use a shared computer screen to communicate what needs to be done. (At some centralized computer center.)
- ⊗ Have computer access for those who don't have one.
- ⊗ Text or automated phone reminders.
- ⊗ People stopping by on their work hour, want to be able to get in and out on time.

REVIEW OF TOP ISSUES

TOP PROBLEMS AT THE DMV

1. Unorganized / Unclear Signage
2. Lines
3. Environment (unsettling, uncomfortable, unwelcoming, privacy issues)
4. Website Horrible
5. Inconsistent Paperwork
6. Who is in charge?

OTHER ISSUES

- ⊗ Hard to find a manager to speak to
- ⊗ Call Center for questions terrible to use
- ⊗ One 1-800 # for all of California (when you call it, it doesn't work due to "high call volumes")
- ⊗ No Tracking System for your items
- ⊗ You can use your SSN to look up files, but there is no online account for you to do business on (And, foreign visitors don't have SSN's)

POSSIBLE SOLUTIONS

1. Unify the Signage & Make it Clearer
2. Have a hostess/consultant in charge of directing the lines
3. Have separate rooms for separate functions (color coded: blue green yellow red)
4. Website should match the rest of the experience
5. Re-educate the Staff on what paperwork/identification is needed for which purposes

LOOKING FOR SOLUTIONS

PAPERWORK

ISSUE

- A. Hard to know what paperwork to bring to the DMV with you
- b. Different Customer Service Reps at the DMV accept different paperwork for the customers

SOLUTION

- a. Have an account for each user/customer (compare to an Amazon.com account)
- b. Have a tracking system to keep track of which paperwork has already been submitted, and which information should be on route to the customer. (Compare to the USPS)
- c. At the very least, have a receipt that the customer can take with them to prove that they have submitted paperwork, and that they are expecting documents in the mail. (Compare to retail receipt)
- d. Use a confirmation # for tracking information. (Compare to buying tickets, or even any online payment)

BRAINSTORMING SOLUTIONS

RESEARCH AND POSSIBLE SOLUTIONS

1. How other companies handle large crowds of people

- A. Stadium - multiple entryways are available for people to get to their destination, so there is no one line that must be waited in.
- B. Grocery Store - self-serve checkout lines, with one grocery store representative overseeing them.
- C. Apple - they use walkie talkies to get information to the correct Apple specialist, so that the customer can get the most tailored experience possible.

2. Appointment systems & how to deal with the possibility that not everyone will show up for their scheduled appointment

- A. Have walk-ins take their place
- B. Have appointment reminders, like they do for airlines (text or phone call)
- C. Have appointments be for a date, but leave the exact time open (like when a plumber will show up between specified hours)
- D. Have a penalty system as an incentive to get more people to show up on time. (Perhaps they have to pay to reserve a specific time/appointment slot.)

3. Advertisement Slogan

"People should feel like more than just a number."

4. Miscellaneous Thoughts

- A. Mobile options are good to have
- B. Appointments are good to have
- C. People take different amounts of time at the DMV - maybe they forgot their paperwork, maybe they are arguing with the DMV representative.
- D. Chicago - electronic paperwork
Rochester - different trailers for different purposes.
Michigan - make an appointment to wait in line
Georgia - categories

ANALYZING SOLUTIONS

UI PROBLEMS

- A. Appointment menu should be easier to find
- B. The appointment calendar & times available for booking an appointment should show up as soon as you choose an office to visit. (Currently you have to go through a lot of bother with filling out a form, before you even get to see that you might have to wait a month for a visit.)
- C. Website should have options, to allow it to be readable in different languages
- D. The DMV app should be better (real-time data; easy way to book an appointment; available in multiple languages; better interface; documents available on the phone).
- E. Paperwork should be easily available online, with a checklist of documents needed for each form
- F. A PIN # should be available on the website to allow customers to access their personal data on the internet (outstanding tickets, current address, etc), and to allow the customer to track things that they have done at the DMV (like how soon their id will arrive, or what exactly was completed during a transaction at the DMV).
- G. Have a website tutorial system
- H. Website too wordy for ESL people

DMV WAITING ROOM PROBLEMS

- A. There should be a way to find out how long the lines will take, before the customer even gets to the DMV.
- B. The customer should be able to book an appointment at the DMV, for a later date, without having to talk to a customer service representative. (appointment kiosk)
- C. Have someone prescreen the customer, before they get in line, either in person or on the computer (to make sure that they have the appropriate documents on hand)
- D. Have different lines, for different issues
- E. Mimic the Universal Studios experience
- F. Maybe limit the # of people per hour who can use the DMV
- G. There needs to be a shelter for people to wait under outside, while in line at the DMV.
- H. There should be an electronic display in the waiting room with info on it (translated into different languages).
- I. Have synced computer screens in different languages, for the representative and the customer, so that they can be looking at the same information, at the same time, but in different languages.
- J. Have an "ESL Only" line
- K. Have DMV forms, under glass, at the receptionist's desk (for easy reference and talking points)
- L. Have dual language application forms
- M. Have posters at the DMV showing basic procedures for completing tasks at the DMV.

ANALYZING SOLUTIONS II

RESTRUCTURE THE EXPERIENCE

- A. Divide the DMV offices into satellite offices / multiple offices
- B. This could cause imbalance of supply vs demand at DMV's, so maybe have a mobile truck to meet excess demand or to meet specialized demand in different locations
- C. There could be security issues with a mobile truck, so have it do basic tasks, translations, booking of appointments, general information
- D. Have express / drive-thru locations for basic DMV tasks
- E. Have an ATM / Mailbox for DMV paperwork available (at places such as grocery stores); for appointment booking; basic information
- F. Have different rooms / locations for different functions of DMV

MONEY MAKERS FOR THE DMV

- A. Advertisers on DMV websites
- B. Sell coffee/have vending machines
- C. Have the customer pay for quicker service at the DMV.
- D. VIP service for those willing to pay

BETTER THE DMV EXPERIENCE

- A. Advertise better (customer education)
- B. Have a lounge with coffee, vending machines, tv (to make the DMV more comfortable)
- C. Phone with robohelp (like for the Apple Store, the robo phone help will catch keywords, and then connect the customer to the correct department.)
- D. Have the ability to make DMV appointments at places like the Grocery Store (via a DMV kiosk located in the store)
- E. Have info books by mail, to teach how-to to DMV customers.
- F. Have battery chargers at the DMV, so that people checking their phones for appointments, etc, will always be charged (& charge money to use it - \$1-\$2)
- G. Have how-to video tutorials online/on app
- H. Have volunteer translators at the DMV
- I. Have advertisements in different languages
- J. Have advertisements on Bus Kiosks; on billboards (electronic and other)
- K. Have self-help stations at the DMV (kiosks for things that don't need special documents to take care of)
- L. Retrain and restructure the current staff
- M. Have an information desk (like how they have volunteers in hospitals at info desks)

DMV IN A BOX

NEVADA

DMV in a Box is a kiosk that allows for the following operations by the user: Registration renewal; Insurance suspension reinstatement; Driver history printout; Duplicate driver license, Instruction permit or ID card; Driver license or ID card renewal.

No data on how the consumers like this product, only complaints about long lines at the DMV to use the kiosks; and complaints about being charged a "surcharge" for using the kiosks. There was also a note that kiosks were to be placed at locations other than just the DMV, like in AAA offices.

Each user is charged - \$1 for a driver's history or insurance reinstatement; \$4.99 for vehicle registration renewal - by the owner & operator of the machines.

The DMV has to pay for the more-than-expected cost of the kiosks with money from a contingency fund, approved by the Nevada state Board of Examiners (to the tune of \$396,890).

BOOKMOBILE

BERKELEY

Paid for with Bond measure funds (Measure FF) authorized by Berkeley voters, as part of a seismic improvement plan that closed several Berkeley branch libraries. Thereby requiring the necessity of a Bookmobile to cater to their patrons.

The van itself cost \$88,000.

The van was parked in a special curbside parking zone designated by the City of Berkeley (included in the approval of the purchase of the van).

According to a local reporter, the van was only as busy as the weather allowed, but only a maximum of 17 people per day showed up to use the van (and sometimes as few as 6).

The Bookmobile served as a pick-up location for books and other materials requested by library patrons, with a small assortment of books inside for borrowing.

FOODTRUCKS

SAN FRANCISCO

The two main issues with food trucks are zoning for the trucks (when, where, and how they can be parked) and food safety (as would be regulated for any eating establishment).

Beyond this, the type and scope of the vans is regulated, to protect existing brick-and-mortar restaurants.

The permitting process for the vehicles to operate in the SF are expensive (including a Mobile Food Facility Permit for operation), on top of the regular health & safety expenditures that any eating establishment must address. There is also the issue that the SF MTA can issue parking tickets to food trucks, which can drive up their costs.

So, some people complain that the food is very expensive, for very small portions of food. Luckily for the Food Trucks, others love the opportunity to have hot, tasty food on-the-go and are regular customers.

Food Trucks tend to use the latest social media tools to generate business, and to maintain customer relationships, using everything from Twitter to Facebook.

And, some places, like the San Francisco International Airport, use food trucks to give their employees better food offerings (on Thursdays, from 11am - 2pm), or like the Oakland Museum, to drive business to their neighborhoods.

FIELD RESEARCH

BRIANNA (36 / AT THE DMV)

Brianna's DMV Experience:

Waited in line a long time. Several hours were wasted just to do simple things. The staff was rude and didn't listen to her when being asked a simple question. They redirected her to 3 different lines and she had to get a new number because of misunderstanding on their part.

When asked her how she could imagine the DMV being better:

She said, they need to figure out how to get the people there to like their jobs in order to prevent them from being in such bad moods with unhelpful behavior. Over all it needs to be more organized more organized. She also didn't know she could make an appointment.

JASON (19 / JUST MOVED FROM SINGAPORE)

When asked what it's like for him at the DMV:

He said he gets very confused, didn't know you could make an appointment and it's hard to navigate because he only knows specific words, he also brought the wrong documents because the website was hard to function and very wordy.

When asked how he could imagine it being improved:

He initially didn't understand until the question was rephrased, he then said better options for ESL people or just one area for ESL. As well as options for digital ESL.

JOANNE (73 / USES A WALKER)

When asked what her experience is like at the DMV:

She said, I always have to bring my husband along to carry my forms, and we always have to come twice at least because she is missing a form. She tries to look up the documents needed but says she can't find it on the website.

When asked what would help benefit this experience?

She said an easier way to make an appointment and an information center to ask questions and clarify what documents to bring.

LOGO

CONCEPTS

