State of California
Department of Motor Vehicles

2026-2031 STRATEGIC PLAN



STATE OF CALIFORNIA
DMV
Department of Motor Vehicles

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Letter from the Director

California DMV Stakeholders,

Over the past five years, we at the Department of Motor Vehicles have made significant progress modernizing how we operate and serve Californians. These efforts have streamlined operations, improved the customer experience, and earned recognition from Governor Gavin Newsom in June 2025 for government efficiency.

Our new Strategic Plan builds on this momentum. It continues the direction set during the past five years while advancing improvements such as the Digital eXperience Platform and expanded digital services across all channels.

Powered by modern technology and a dedicated workforce, the DMV is prepared to meet a rapidly changing world. Whether responding to fiscal uncertainty, natural disasters, or evolving technological challenges, we emerge more resilient each time. By embracing automation and moving beyond paper-based, manual processes, we are reducing costs, enabling flexible work, and freeing our teams to focus on what matters most: serving people.

The Objectives outlined in the DMV Strategic Plan reflect these areas of focus:

- Foster the **WORKFORCE** and a culture of innovation to make DMV a leader in talent attraction and retention.
- Deliver simpler, faster ways to fulfill customer needs through expanded **DIGITAL SERVICES**.
- Create flexible, scalable, and secure **TECHNOLOGY** systems to enable innovation and continuous improvement.
- Embed measurable **EFFICIENCY** in every aspect of the organization.
- Become nation's leading **CUSTOMER-CENTRIC** public sector organization.

This plan is our roadmap for the future, ensuring the DMV meets Californians where they are, when they need us, 24 hours a day. We are shifting into the next gear and accelerating toward a more modern, responsive, and people-centered DMV.

Steve Gordon
Director

Executive Summary

The DMV endeavors to be a resilient, customer-focused, efficient, and technology-forward organization.

We continue to replace aging infrastructure with modern systems, expand our services to digital channels, and implement modern tools for back-office efficiency and customer relationship management.

Our Strategic Plan has five elements:



A **MISSION** to lead us



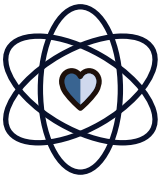
A **VISION** to inspire us



OBJECTIVES to focus us



KEY RESULTS to engage us



CORE VALUES to ground us

Mission and Vision

DMV's **MISSION** is designed to lead us.

Our **VISION** is designed to inspire us.

MISSION

We proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety.



VISION

Deliver an outstanding experience to all our customers, powered by our people and technology.



Our Mission and Vision remain the same.

We know our work is critically important to enabling millions of Californians to get to their destinations each day, while keeping our roads safe and their identities secure.

We continue to deliver on our mission-critical work and are focused on becoming an innovative, future-looking leader in public service.

As the DMV, we play an important role in serving as the face of government. With this Strategic Plan, we will continue to be a model for the ideal interaction with government and to improve the customer experience.

Goals and Key Results

Our **OBJECTIVES** are designed to focus us.

Our **KEY RESULTS** are designed to engage us.

Our framework of tracking Objectives and Key Results across the enterprise has allowed the DMV to track its progress over time. This data informs leadership's decisions on the things that are working well and areas that require additional focus.

GOALS

1 Foster the **WORKFORCE** and culture of innovation to make DMV a leader in talent attraction and retention.



If customers are the heart of our Strategic Plan, then our team members are its soul. The DMV is home to approximately 8,500 dedicated public servants and we are committed on investing in our workforce. This means attracting and retaining talent, enhancing our team members' capacity across the organization, and providing modern training and technology.

We are making ongoing efforts toward becoming a more inclusive organization that our people, both present and future, are proud to call their place of work.

2 Deliver simpler, faster ways to fulfill customer needs through expanded **DIGITAL SERVICES**.



As technology evolves, the expectations and preferences of our customers also change. Today's customers expect instantaneous service and information to be readily available.

We will expand and improve our digital service channels, which will facilitate the ease and convenience of customer self-service options. This will reduce wait times and allow our team members to be more customer-focused when completing more complex tasks.

3 Create flexible, secure **TECHNOLOGY & DATA** to enable innovation and continuous improvement.



Technology is always changing and what is new today can be obsolete tomorrow. Emerging technologies support real-time information access and sharing this information across a multitude of platforms, but new technologies can also increase the possibility of new threats to our customers' information.

As we begin transitioning to more modern and intuitive platforms to meet our customers' needs and preferences, we must also ensure their information is protected.

The DMV continues to develop and refine its strategic approach to data, as well as our capacity for applying data in governance, which will bolster our privacy and security practices as we continue to adopt new technologies.

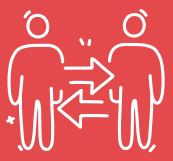
4 Embed **OPERATIONAL EFFICIENCY** in every aspect of the organization.



As we adopt and adapt new technology and processes, we want to ensure these innovations are providing value and efficiency and that our employees are well equipped to meet or exceed our performance goals.

We will continue to develop and improve the tools and systems used to measure and manage performance. This data will help us to understand how we are performing as an organization.

5 Become California's leading **CUSTOMER**-centric public sector organization.



We know the DMV is a great place to work, but what makes us a great place with which to conduct business?

We provide services to the most populous and diverse state in the country and in many ways are the face of the government for Californians. We offer a variety of critical services across 170 offices throughout the state and are always working to better understand our customers' DMV journeys and needs. This allows us to build trust in our integral government services, with the intention of making our customers' experience as intuitive and streamlined as possible.

Core Values

These Core Values outline our collective principles as a department and are intended to reflect and represent the values of our team members. We will foster a unique and inspired organizational culture through these values and ensure our vision for the future is aligned to our core set of beliefs.

At the DMV, we take challenges in S.T.R.I.D.E, meaning we face them with:

S ERVICE: Striving for Customer-Centric Service

T RUST: Earning Trust

R ESPECT: Upholding Respect

I NNOVATION: Driving Innovation

D EVELOPMENT: Prioritizing Our People Development

E XCELLENCE: Delivering Excellence

About the DMV

The DMV proudly serves the public by licensing drivers, enforcing driver safety, registering vehicles, securing identities, and regulating the motor vehicle industry across California. As the retail face of state service, the DMV interacts directly with more Californians than any other state department.

DMV Facts & Functions

The department was founded in 1915 when California laws authorized all cities and counties to give licenses for bicycles, tricycles, automobiles, horse carriages, and similar wheeled vehicles. Today, the DMV's primary function is to license California drivers and register vehicles.

The DMV is charged with carrying out many other functions, including:

Maintaining **RECORD OWNERSHIP** of over 36 MILLION DMV-registered vehicles	Maintaining **DRIVING RECORDS** of more than **27 MILLION** licensed drivers
Issuing more than **8 MILLION** identification cards for individuals	Registering & recording ownership of more than **600,000** vessels
Developing rules and regulations for the operation of **AUTONOMOUS** vehicles on California roads	Licensing and regulating **DRIVING SCHOOLS and INSTRUCTORS**
Licensing and regulating more than **16,000** car dealers and nearly **75,000** vehicle salespeople	Licensing and regulating **VEHICLE MANUFACTURERS, TRANSPORTERS, DISTRIBUTORS, & DISMANTLERS**
INVESTIGATING consumer complaints	Maintaining **RECORDS** in accordance with the law
Administering **FINANCIAL RESPONSIBILITY** law	Collecting more than **14 BILLION** in revenue annually

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