

Department of Motor Vehicles Lessons Learned

Be prepared for increased e-mail	<p>We did not foresee the significant increase in e-mail from customers once we added interactive transactions to our site. Our e-mail volumes increased 85% within 6 months after bringing up vehicle renewal. We try to answer all e-mails within 24 hours of receipt and we were getting swamped with this increase. In order to continue to respond to agency e-mails within our standard 24 hour turnaround time we set up an area within our Customer Contact Center dedicated to answering the emails, instead of having the operational areas, Web Services or Public Relations try to carry the burden along with all of their other duties.</p>
Customer feedback is key	<p>We use our customer emails and survey comments to identify trends, either in content or interactive applications, that need improvement. We meet on a regular basis to review the comments, determine which ones merit enhancement to the site, and then program the enhancements. Customers repeatedly asked for a discount for online driver's license and vehicle registration renewals, and we began offering the discount on July 1, 2000. Other kinds of enhancements identified by our customers include:</p> <ul style="list-style-type: none">▪ Wording that is confusing, misleading or not in the right place▪ Data entry requirements that are confusing, such as the correct entry for customer number, date of birth, etc.

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Lessons Learned (continued)

<p>Support from the top is crucial for success</p>	<p>Our Commissioner's enthusiasm and support for technological innovation has been the single most important element in our success to date with web initiatives. It is imperative to have support and exuberance at the highest levels of the organization in order to create and maintain a successful website.</p>
<p>Keep the communication flowing</p>	<p>Keeping the lines of communication open between the executive staff, business users, and technical staff is crucial. Project teams meet and coordinate activities constantly throughout the design and implementation. In addition, regularly scheduled meetings are held with the executive staff to discuss and resolve policy issues, staffing conflicts, etc. There have been occasions when the lines of communication have been disrupted. This always results in additional challenges for the project team members to remain on target for implementation.</p>
<p>Know your customers technology</p>	<p>There are many operating systems, internet service providers, browsers and settings that must be supported. It is important to keep abreast of all the technology options that exist to ensure adequate testing and support for all citizens.</p>
<p>Be prepared for staffing changes</p>	<p>The impact to central issue can be significant. If you are offering a production that was provided by service outlets and now will be provided by a central site, be aware of the impact to staff, mailing, inventory, and daily balancing.</p>
<p>Legacy systems will be impacted</p>	<p>When web enabling older legacy modules, be aware that there could be significant changes to the legacy code.</p>
<p>Be prepared for the fiscal impact of self service</p>	<p>There is a fiscal impact to increasing web transactions due to the credit card merchant fees that are charged</p>

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Lessons Learned (continued)

Privacy is important	You need to be aware of the privacy issues that are associated with E-Government transactions. The public needs to know that their records are secure.
Be Prepared for training other than just IT	DMZ internal Investigative staff had to be trained to recognize internet fraud, hacker's etc.
Make your site easy to navigate	One lesson for many agencies and organizations is mistaking the home page for a technology showcase, either by accident or in a misguided attempt to impart brand value and identity. Not only is the home page the first impression conveyed to our citizens, it is also the page citizens will see most often. DMV had strict standards and guidelines that controlled the content of the home page. This is essential for ensuring successful business transactions over the web. If they cannot find the transaction then they cannot execute it. We have learned that citizens have little patience for Web sites that are poorly designed, hard to figure out and difficult to use.
Be prepared to increase the test effort	Test, Test and Test. Everything that is missed in testing is exposed to the world.
Keep the public informed about changes	Announce the changes in advance. Don't surprise your users. Announce the changes on the home page of your current Web site. Users don't know what to do when they are suddenly confronted with a new look or navigation structure.
You will need sample transactions	Show your users examples of how the Web transaction works. Add a page to your site that shows examples of how the transaction will function. These samples are also very useful to the media so they can promote the transaction to the public.

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Lessons Learned (continued)

Make security a priority	Credit Cards and Security - DMV has learned that the most important piece of any e-government site is its security. If citizens don't feel secure, they won't conduct transactions from the site. Using SSL encryption, masking out credit card numbers, allowing only 3 tries to enter a valid card number are only a few ways to convey that their credit card is secure.
Keep it simple	You don't need all the latest animated rollovers and flying text headlines to have a good site. All you need is a good understanding of who your target audience is and what your Web site is intended to accomplish. Keep this in mind as you plan and build your site.