



THE UNIVERSITY OF TEXAS AT AUSTIN
CENTER FOR TRANSPORTATION RESEARCH

Technical Memorandum

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Executive Summary

This Technical Memorandum contains eight main chapters:

- Chapter 1: Discusses key terms and measures from House Bill 1 and the Texas Department of Public Safety – Strategic Plan regarding Driver License and Identification Card issuance.
- Chapter 2: Provides an overview of the report prepared in response to S.B. 616 regarding ‘Management, Operating Structure, Efficiencies, and Opportunities and Challenges of Transferring the Driver License Program.’ This report examined whether the Driver License Division should remain in DPS, or be transferred to the Texas Department of Motor Vehicles (TxDMV) or become its own state agency. This study provided a comprehensive literature review of the DPS-Driver License Division practices and statistics, as well as findings from other states. This information will not be repeated in this literature review; the reader is referred to this previous study for additional information.
- Chapter 3: Discusses differences between customer service and satisfaction in the private sector and government agencies. Additional information is provided regarding how customer service and satisfaction is measured and contains information about the surveys conducted for the S.B. 616 Study
- Chapter 4: Provides a summary of driver license and ID card processing improvement methods that have been examined and implemented by other states. This chapter includes information about new Information Technology (IT) that is being examined and in cases implemented by various states driver license agencies.
- Chapter 5: Provides a summary of Business Intelligence Team (BIT) reports which provide a concise summary of field evaluations that have been conducted at over thirty driver license offices. This chapter will also summarize some key findings from the BIT reports.
- Chapter 6: Provides a Case Study summarizing how the Toyota Production System and Kaizen Process improved operations at the Carrollton Driver License Office. (The Driver License Division worked with Toyota Production System Support Center to examine the ‘Toyota Production System - Kaizen Process’ for improving operations.)
- Chapter 7: Discusses the 2021 Deloitte DPS Customer Call Center analysis
- Chapter 8: Summarizes responses from the DLD expert task group regarding twelve questions that the Center for Transportation Research (CTR) study team prepared for Workshop I.
- Appendix A Workshop I notes

Chapter 1. HB. 1 and the DPS Strategic Plan

Rider 51 ‘Driver License Services Efficiency Study’ of House Bill 1 ‘General Appropriations Act’ of the Eighty-Eighth Legislature directed the Department of Public Safety (DPS) to conduct a study that examines:

1. The deficiencies of the Driver License Division.
2. How to advance the effectiveness of the division including:
 - a. Improving customer service,
 - b. Reducing wait times through IT to modernize customer facing services,
 - c. Incentivizing online transactions.

Based on Rider 51, DPS – DLD contracted with the University of Texas at Austin – Center for Transportation Research / LBJ School of Public Affairs Study Team (Study Team) that contained study objectives including – Section III. Statement of Services

The CTR Study Team shall conduct a thorough and comprehensive study that examines the deficiencies of the Driver License Services Division and make recommendations on how to advance the effectiveness of the division, including improving customer service, reducing wait times through use of information technology to modernize customer-facing services, and methods to incentivize online transactions.

In addition, the contract language in Task 3 indicated that the Interviews must consider the following:

1. The efficiencies that would be gained by improving customer service;
2. The efficiencies that would be gained by reducing wait times;
3. The efficiencies that would be gained by procuring additional information technology;
4. The efficiencies that would be gained by incentivizing online transactions;
5. The challenges in reference to items 1 – 4 above;
6. Proposed timeline needed for all items 1 – 4 above;
7. Potential alternatives or additional insights;
8. Recommendations regarding the management and operating structure of DLD; and
9. Recommendations for methods of incentivizing online renewals for eligible individuals

During the initial meeting between DLD management, DLD technical subject matter experts, and the CTR Study Team, a detailed discussion focused on the definitions of the following terms used in H.B. 1 and the interagency contract document. The definitions were taken from the DPS Strategic Plan:

1. **Efficient** such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.
2. **Effective** in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

The DLD Expert Task Group (ETG) and the CTR team agreed that CTR will consider effectiveness, efficiency, and deficiency when examining the list of items contained in HB-1 and

the DPS-DLD interagency contract document. It was also noted that HB-1 directed that any deficiencies of the DPS-Driver License Division be identified.

Goal 4 of the DPS Strategic Plan seeks to ‘Enhance Public Safety through Licensing of Texas Drivers.’ Goal 4 includes the following performance measures:

1. Percentage of original driver license and identification card applications completed within 45 minutes. This performance measure is listed in HB-1 under Performance Measure Targets for the Texas Department of Public Safety – Driver License Services Division. The percentage of applications processed within 45 minutes is listed as 63.05%.
2. Percentage of renewal/replacement driver license and identification card applications completed at an office within 30 minutes.
3. Percentage of accurate payments issued.
4. Percentage of calls to the Driver License Customer Service Center answered within a target time of five minutes from when the customer joins the queue in the phone system.
5. Percentage of calls to the Driver License Customer Service Center answered from inbound calls.

Further, HB-1 contains **Rider 29 ‘Driver License Services Reporting’** which states: *‘From amounts appropriated above in Goal D, the Department of Public Safety shall provide an annual report to the Legislative Budget Board and relevant standing committees of the Legislature on the effectiveness of improvements made to the driver license operations no later than December 1 of each fiscal year. The report shall include information related to specific expenditures, program outcomes and outputs, obstacles to improvement, and any other information that the department deems necessary to fully report on the progress of driver license operations. The report shall also detail the following: (1) number of available work stations in the state; (2) average wait times for each mega center; (3) number of available FTEs; (4) average wait times at all driver license offices; (5) an analysis and explanation if wait times have increased at any driver license office; and (6) current and future improvements to driver license operations and customer service.’*

The Rider 29 report due date for the first fiscal year after the 88th State Legislature occurred on December 1, 2023 and was obtained by CTR for review [DPS-DLD 2023]. CTR considered the performance measure results that were requested. This information provides a basis for considering the current effectiveness of the Driver License Services Division. Based on the Rider 29 Report, the statistics and performance measures reported by DLD are:

1. Number of available work stations in the state: DLD Response: 1,527 workstations are available (page 7).
2. Average wait times for each Mega-Center:
 - a. Eight Mega-Centers had a wait time of 30 minutes or less.
 - b. Two Mega-Centers had a wait time between 31 – 37 minutes.
 - c. Four Mega-Centers had a wait time exceeding 40 minutes.
 - d. No Mega-Center had a wait time that exceeded 46 minutes.
3. Number of available FTEs: DLD is authorized 2,906.8 FTEs. 2,483.3 authorized FTEs were assigned to 233 DLOs statewide. Thus, 423.5 FTEs are assigned to HQ in Austin and

the Customer Call Center. Approximately 283 FTEs or 9.7% of the total authorized number of FTEs were vacant on September 1, 2023.

4. Average wait times at all Driver License Offices.
5. An analysis and explanation if wait times have increased at any driver license office.
6. Current and future improvements to driver license offices and customer service.

The Driver License Division has also developed internal metrics which are used to evaluate the performance of DLOs of similar size. The following list of metrics are used:

1. Appointments Published (Office level – compared to offices of similar size):
 - a. The average number of appointments available to book per day
 - b. Broken down by long and short appointment types
2. Customers Served (State and Office level):
 - a. The number of customers who check-in using TxScheduler
 - b. Best indicator of customer volume
3. Daily Transactions (Office level – compared to offices of similar size):
 - a. The number of transactions started per day
 - b. The number of transactions that reach “Mail Complete” or “Completed” status
4. Vacancy Rate (Office, Regional, and State level):
 - a. The number of vacant LPS positions ÷ authorized LPS FTE positions
5. Workstations (Office level – compared to offices of similar size, Regional to determine needs for population growth):
 - a. The number of counters:
 - Regularly staffed
 - Operational
 - Not-Operational (not enough equipment or broken equipment)
6. No-Show Rate (Office, Regional, & State level):
 - a. The number of appointments still in “normal” status ÷ the total number of published appointments
7. Appointment Availability (Office & Regional levels):
 - a. The next appointment available in days
 - b. Separate measurements for long appointment types and short appointment types
8. Service Time (Office, Region, & State levels):
 - a. The length of time when a customer is called to the counter and when the transaction is complete
 - b. Broken down by long and short transaction types
9. Wait-Time (Office, Regional, & State levels):
 - a. The length of time when a customer is checked-in until they are called up to the counter

Chapter 2 will provide an overview of the SB 616 Driver License Division Report and recommendations which were also prepared by CTR/LBJ/IC². This study has significantly different goals and objectives, though efficiency, customer service, and incentivizing online renewals are also discussed in the previous report.

Chapter 2. Overview of the SB 616 Driver License Division Report Recommendations

The SB 616 Article 6 Report includes a comprehensive literature review and analysis of driver license programs, focusing primarily on the Texas Department of Public Safety's Driver License Division (DLD). The document is structured to address different aspects of the DLD's practices (Mike Murphy, et al., 2020) as per below:

1. **History and Scope of the Driver License Division (DLD):** This section outlines the historical development, evolution, and the current structure and functions of the Texas Department of Public Safety's Driver License Division (DLD). It provides a comprehensive view of the DLD's responsibilities and services.
2. **Federal REAL ID Compliance and its Impacts:** Discusses the implications of the REAL ID Act on driver licensing processes, with a focus on how it has affected wait times and transaction processes in Texas and other states.
3. **Comparison of Driver License Programs Across States:** Provides a comparative analysis of driver license programs in various U.S. states, highlighting the diversity in management, operational practices, and the challenges encountered.
4. **Efforts to Reduce Customer Wait Times and Improve Efficiency:** This part details the strategies and measures taken by driver license agencies to enhance service efficiency and reduce customer wait times, including technological advancements and process optimization.
5. **Summary of Key Findings: Recommendations and conclusions from the CTR 2020 study** are summarized below as they relate to the current study. The previous study, mandated by S.B. 616 Article 6, evaluated whether DLD should remain in DPS, be transferred to the Texas Department of Motor Vehicles, or become its own state agency. During this study CTR evaluated the efficiency and effectiveness of the Driver License Division, including budget and finance management, customer service, website design, online transactions, personnel training, turnover, and salary, among many other factors.

Though due to COVID sheltering and other reasons, the CTR research team did not participate in legislative testimony regarding the 2020 report; the fact that in 2024, DLD remains in DPS points to the legislature's decision in this regard. The following commentary draws on recommendations from the 2020 study and adds information gained during the literature review and meetings with DLD. Only those recommendations that apply to the objectives of the current study are included which relate to improving the efficiency and effectiveness of DLD and identifying deficiencies for further consideration and improvement.

DLD Remains at DPS, though changes to management and operational structure are needed:

Keeping DLD at DPS does not require a large change in agency structure, but significant changes to the management and operational structure of DLD would need to be made, including continued and sustained focus on customer service, improved performance measures, development of a modern and user-friendly website, ensuring the call center metrics dramatically improve, and allowing DLD to have its own public information officer who has flexibility to respond to the changing environment.

DLD has since replaced the NEMO-Q system for managing customer ticketing and processing with the APPLUS TxScheduler System. The new TxScheduler System has been successful in eliminating the long waiting lines that extended outside DLOs across the state in the period leading up to 2020. The fact that customers were waiting in line at a DLO for extended periods of time in the summer heat, winter cold, and during rainy weather was of great concern to the Legislature. During the COVID sheltering period beginning in March, 2020 through June, 2020, DLD worked closely with APPLUS to install the new TxScheduler System software and kiosks in all Driver License Offices statewide.

During meetings with DLD, CTR learned that implementation of TxScheduler provided each DLO office with a means to manage the number of customers that could be expected at the office at different times of the day and the rate at which customers would arrive based on the appointment system. This has a two-fold benefit in that each DLO can also ensure that employees are not required to work long hours after closing to process customers who were in the office at closing time. Thus, it was considered a win-win solution: 1) reducing or eliminating long customer waiting lines by providing an appointment when the customer should arrive at the DLO, and 2) reducing or eliminating large numbers of customers still waiting to be served at DLO closing time – which benefits both the customers and the DLO employees, and improves job satisfaction.

DLD also replaced aging computers used for processing transactions at DLOs and upgraded the operating system software during this same period. Further, the Biometric Capture System (BCS) contract was up for renewal and resulted in a new vendor being selected. New biometric data collection hardware and software were installed in all DLOs, which included the camera used to take customer's photos, the thumbprint digitization machine, digital signature data collection equipment, and related items, such as a document scanner. These items are shown at a DLO processing station in Figure 1.

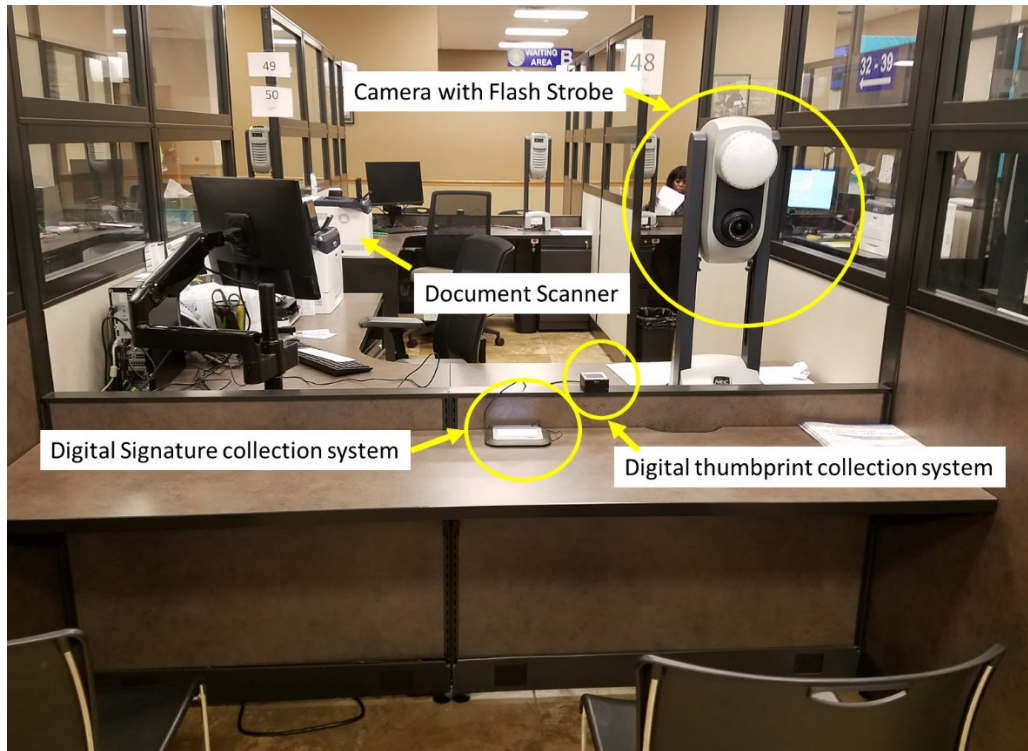


Figure 1 Biometric Capture System: camera, signature, thumbprints, scanner

Based on discussions with DLD, some Biometric data collection equipment can be unreliable which has resulted in DLO staff becoming proficient at ‘home repairs’ of the equipment. It was mentioned that though this gets a processing station back up and running again in the shortest time – rather than waiting for the vendor to respond, little or no documentation is made of the problem by DLD staff. This can result in challenges at a later date when considering whether to retain the current vendor or choose a new vendor since the equipment down time and problems were not documented. This can affect the ability of DLD to replace a non-performing vendor or a vendor that provides unreliable equipment.

Based on visits to various DLOs around the state, the CTR team learned that some DLOs do still have waiting lines outside the office prior to opening. This is because the number of available appointments might not meet the demand, resulting in available appointment times that might be weeks or months into the future. Thus, customers line up outside DLOs hoping to schedule an appointment that day, considering that each DLO has appointment ‘no shows’ and other reasons which results in dozens or even hundreds of available appointments that same day. During a discussion with a supervisor at a DLO in Dallas, CTR learned that about 200 open appointments were available that day and were published at 7:15 AM, or about 15 minutes before the DLO opened. Thus, waiting customers could log on to TxScheduler on a cell phone and book an appointment near opening time or some other time during the day. The supervisor also indicated that as new openings became available, additional open appointments are published throughout the day. Figure 2 shows a line waiting outside a Mega-Center prior to opening time. The first

person in line indicated she had been waiting since 6:00 AM and hoped to get a same day appointment. We did not see lines outside the DLO during the day – only at opening time.



Figure 2 Customer line outside a Mega-Center prior to opening - several customers indicated they hoped to get a same-day appointment

Use a modern, user-friendly, fully functional website design:

A new website design was implemented by DLD since the last CTR Study. During discussions with DLD, it was learned that the legacy computer system used by DPS places some constraints on changes DLD can make to their website. A user friendly, fully functional website design that takes advantage of AI applications could significantly improve customer experience. The new website AI features could guide the user to the answer to the question that motivated the visit. Further, the guidance should lead the user to the renewal method that most efficiently accomplishes the objective. The redesign must clearly identify all the documents needed for in-person visits.

The website should indicate in plain language who is eligible to renew online:

One customer complaint regarding use of the online renewal system is that if after beginning the online process, the customer may be informed they are not eligible to renew online; however, no reason is given by the system for ineligibility. This results in customer frustration, especially if the customer received a letter advising that they could renew online. Discussions with DLD on this subject during the kick-off meeting indicated that there are so many different reasons a customer

might be ineligible for online renewal, it is difficult to develop a screening system that could provide the reasons a specific customer is ineligible for an online transaction.

An improved website online renewal process could potentially include an AI enabled method to check a customer's eligibility to renew online and, if ineligible, provide a clear explanation why the customer is ineligible. This would involve linking a customer's Driver License document file to the online renewal process so that documents that are missing or other reasons for ineligibility can be checked. In this way, a customer can be better prepared when they visit the DLO to bring those documents or other information that caused them to be ineligible to renew online. Reducing the limitations to renewing online, such as allowing professional eye exams to replace in-person sight tests, was also discussed.

Also suggested were incentivizing online transactions by reducing cost. Currently there is a convenience fee, but a discount for online renewal would draw more users. A study of incremental cost for in-person visits may help to set the discount.

DLD should have a dedicated social media presence separate from DPS:

An enhanced DLD social media presence can help Texans find the information they seek as efficiently as possible. DLD social media pages should minimize retweeting/sharing from other sources and instead post self-generated content to prevent important information from being digitally buried. DLD must have a dedicated Public Information Officer (PIO) with staff focused on public outreach and awareness of DLD programs and activities. That PIO should use all social media (and any other means) available to distribute agency information on a timely and consistent basis and in multiple languages. PIO should pin (i.e., affix to the top of the feed) critical information by using the existing pinning technologies within social media platforms.

Develop a modern contact center for DLD with capabilities to answer questions through various digital mediums (in-house or contracted):

Implementing a chat bot interface with an automated main menu could guide users to the answers for many of their questions without employee intervention (like locations, hours, and documents needed). If none of the options help the customer, then they can be connected to a chat representative. The DLD could evaluate the contact center resource requirements to meet performance goals and allocate those resources either in-house or to contracted services. A modern DLD contact center would allow each customer service employee to work more efficiently and help more people per unit time. For example, a contact center employee would be able to work on multiple chat or message windows at a time versus picking up a single phone line.

Resources (FTEs, Salary and Employee Turnover):

During the 2020 Study, the State Legislature had passed legislation to give DLD employees a significant raise. Based on the CTR teams visits to Driver License Offices, these raises increased morale and was expected to reduce employee turn-over rates. Recommendations from the first DLO Study are listed below.

1. Reviewing salary levels at least every two years for competitiveness.
2. Reviewing all operations at least every two years for optimum number and placement of FTEs in all areas of DLD. Adjust staffing where needed and ask the legislature for additional FTEs and funding where warranted to meet performance measures. This includes DLOs, call center, enforcement, and compliance, and ensuring staff allocations meet the needs of a growing state.
3. Management should develop a plan to train and mentor a new generation of leaders to ensure agency continuity.

Training and Employee Engagement:

Meetings at DLOs and discussions with driver license personnel highlighted a number of ideas which employees suggested to improve efficiency and operations:

1. Review communications to and training of employees to ensure that all employees hear and say the same thing.
2. Develop an automated training system that provides required online training, tracks employee training update needs, advises every employee when updates are required, and reports training status to supervisors.
3. Ask for, review, and implement employee ideas that have merit—and follow up by communicating the disposition of ideas tried.

Management, Change and Performance:

Developing a system and methodology for cost-allocating administrative costs for DLD if the legislature chooses to leave it within DPS was suggested. This will allow DLD to ask for resources that pertain only to driver license issuance management and will reduce the perception that monies are cross-allocated and not accounted for consistently. It was also suggested that they review performance measures (both those used in the formal strategic planning process and those used internally for administrative monitoring) and ensure that all relevant data is captured. Finally, reviewing all DLD operations annually with a continuous improvement program and mindset was recommended, as well.

Information Technology:

Establishing ongoing IT upgrades were recommended, with a regular replacement schedule and reviews to see that upgrades are working as intended. Also suggested was initiating a blanket policy on using state-issued laptops at home for telecommuting or work from home.

Safety:

It was recommended that a safety evacuation be conducted at each DLO and security provided for office employees, including during their arrival and departure if necessary, to ensure employee safety. Eliminating the “warrants” screen or moving it to the beginning of the transaction was also discussed. Note: during a visit in April 2024 to the Midland Mega-Center, a DPS officer indicated that open warrants are no longer displayed during a driver license or ID card transaction.

Customer Expectations

With regard to customer expectations, the following recommendations were made:

1. Review all facilities for size and parking to ensure an optimal customer experience. This review may result in securing alternate office locations or increasing size of parking lots.
2. Provide outside shade and seating for facilities that have waiting lines out the door.
3. Provide real-time forecasts of wait times for customers without appointments so customers can expect and plan for their wait.
4. Respond to customer needs by modifying office hours and assigning triage employees to screen customers and enhance the customer experience (reduce wait times and add convenience).

Additional Recommendations from 2020 Driver License Division Study:

Several lawsuits have arisen involving the National Voter Registration Act of 1993 (NVRA, 52 § 20501–20511), also known as the Motor Voter Act. Wherever DLD is located, legal counsel should be aware of the previous cases and possible future cases that many expect to arise in this highly political area. This is complicated litigation and needs expert counsel that understands case law. Another area where future case law is anticipated centers around gender identity, and again will require competent in-house legal counsel to guide the executive team and Commissioners if and when such litigation occurs.

Given the dramatic changes that have occurred due to COVID-19, DLD must ensure that the business continuity plan schedules and runs regular tabletop exercises to ensure that DLD can perform essential functions in a downgraded environment. The business continuity plan should

ensure that frontline staff can access essential equipment to continue performing business functions.

COVID pandemic and impacts on Driver License Division and DLO operations:

Governor Abbott closed driver license offices in Texas on March 19, 2020. The offices reopened using a four-phase plan beginning May 26, 2020.

1. **Phase I:** Limited reopening of offices in Northwest and West Texas starting May 26, 2020. The new appointment system began operations May 22, 2020 for these regions.
2. **Phase II:** Limited reopening of offices in South and Central Texas began May 29, 2020. Appointments were scheduled starting May 26, 2020.
3. **Phase III:** Limited reopening of offices in North and Southeast Texas started June 3, 2020. Appointments were scheduled starting May 29, 2020.
4. **Phase IV:** Allowed customers to schedule an appointment at a driver license office anywhere in the state starting May 29, 2020 which coincided with Phase III.

TV news reports in late June stated that an estimated 417,000 Driver Licenses and 106,000 ID cards had expired between March 13 and May 31, 2020 (523,000) with over 400,000 customers being ineligible for online renewals.

Governor Abbott announced a temporary waiver for expired licenses on December 15, 2020. The waiver ended on April 21, 2021.

During meetings with DLD leadership and visits to DLO offices, it appears that some recommendations from the previous report have been implemented. However, lack of funds for certain improvements and an everchanging job market resulted in ongoing challenges, such as employee retention, especially in large metro areas. Population increases due to migration from other states and internal population growth result in more drivers needing services. Further, the cost and time required to evaluate, acquire, and implement new technologies creates additional challenges to ensuring DLD can consider Artificial Intelligence (AI) for applications to the call center, improved website operations, and information access by customers and other uses employed by private industry. New equipment has been implemented since the previous study including the APPLUS appointment system and kiosks, updated biometric data collection equipment, and new processing stations and Windows software. These changes have helped improve customer service, reduce wait times and processing times at DLOs, and helped ensure DLO employees do not have to work extra-long hours due to a large customer queue still waiting in the DLO at closing time.

Chapter 3 will discuss methods used by the Federal Government for measuring customer service and satisfaction. In addition, customer surveys from the S.B. 616 study will be reviewed.

Chapter 3. Measuring Customer Service and Satisfaction

3.1. Customer Satisfaction Metrics

Customer service performance metrics in government agencies aim to improve the customer experience (CX) to match top consumer experiences. The federal government's approach to customer service is guided by mandates from executive orders, the President's Management Agenda, and the 21st Century Integrated Digital Experience Act (IDEA). These mandates aim to provide a simple, seamless, and secure customer experience, emphasizing the need for agencies to modernize websites, digitize services, and adopt shared standards (General Services Administration, 2024).

However, a study by Eagle Hill Consulting highlights a significant gap in measuring customer service effectiveness within federal agencies (Eagle Hill Consulting, 2018). Most federal employees don't have access to customer satisfaction scores or metrics, and less than half of them report that their agency measures customer service effectiveness. This lack of measurement and feedback mechanisms make it difficult for agencies to improve service delivery and for employees to understand how well they are meeting customer needs.

A discussion on metrics for measuring customer experience at federal agencies underscores the need for a focused approach to digital transformation. This involves ensuring digital services are easy to use, trustworthy, and accessible. Key metrics identified include:

1. Transaction completion time
2. Page load time
3. Rage clicks (indicating frustration with website functionality)
4. Abandonment rate
5. Conversion rate

The importance of unified observability tools that provide comprehensive insights into customer interactions and system performance is also stressed, to help agencies identify and address issues impacting customer satisfaction (Hicks, 2023).

3.2. Motivations of Government Agencies to Improve Customer Services

3.2.1. Academic Theory

There are multiple theoretical frameworks that explain why government agencies might seek to improve customer services.

Public Choice Theory: This theory suggests that government agencies, like individuals in the private sector, are motivated by self-interest. Improving customer service could be seen as a way to enhance the public perception of the agency, secure funding, or gain political support (Gwartney, 2022).

New Public Management (NPM): NPM recommends adopting private sector practices in the public sector to increase efficiency and responsiveness. One of the core principles of NPM is a strong orientation towards customer service, arguing that public agencies should focus on the needs and satisfaction of their ‘customers’ just as private businesses do (Pfiffner, 1999).

Public Service Motivation (PSM): PSM theory suggests that individuals and organizations in the public sector are primarily motivated by the desire to serve the public and contribute to the common good. Improving customer service could be viewed as a direct expression of this motivation, aiming to enhance the quality and accessibility of public services (Vandenabeele, 2009).

3.2.2. Motivations

A variety of motivations are driving government agencies to prioritize enhancing customer service. Both internal aspirations and external pressures drive these motivations, aiming to enhance efficiency and effectiveness, while also meeting higher service standards.

Raising Expectations through Private Sector Innovation: The private sector’s continuous innovation in customer service sets a high bar for government agencies, compelling them to improve to meet citizens’ evolving expectations. Companies like JetBlue and Uber have redefined customer experiences in their respective domains, creating a benchmark that government services are now expected to meet. This comparison motivates government agencies to innovate and adopt similar high standards in customer service to ensure citizen satisfaction and engagement (D’Emidio et al., 2017).

Public Satisfaction and Trust: One of the primary motivations is to increase public satisfaction and trust. Positive interactions with government agencies can lead to higher levels of trust in the government, which is essential for the legitimacy and functioning of democratic institutions.

Research has shown that when citizens have positive experiences with public services, their trust in government institutions increases (Peters & Pierre, 2018; Van De Walle, 2007; Van De Walle & Lahat, 2017).

Legislative and Policy Mandates: Government agencies often face mandates from legislative and policy directives that require them to improve service delivery. For instance, the Government Performance and Results Act (GPRA) of 1993 in the United States mandates federal agencies to focus on performance management and improving customer service. These mandates make customer service improvement not just a choice, but a legal requirement (Kettl, 2000).

Efficiency and Cost Reduction: Improving customer service can lead to more efficient service delivery and cost reductions. By streamlining processes, implementing digital solutions, and improving communication, agencies can reduce wasted resources and serve the public more effectively. For example, adopting e-government initiatives has been shown to significantly reduce costs and increase efficiency (Heeks & Bailur, 2007).

Adaptation to Technological Advancements: The rapid advancement of technology and the digitalization of society have motivated government agencies to improve their customer service through digital channels. This includes the development of online portals, mobile apps, and social media engagement to meet the expectations of a tech-savvy public (Cordella & Tempini, 2015; Criado et al., 2013).

Benchmarking and Competition: Government agencies, especially those that operate in competitive environments or have alternative providers, are motivated to improve customer service as a means of benchmarking against best practices and staying competitive. For example, postal services and healthcare providers face competition from private entities and thus have a direct incentive to enhance service quality (Osborne, 2006).

Social Equity and Accessibility: Enhancing customer service in government is also driven by a commitment to social equity and ensuring that all citizens, regardless of background or ability, have equal access to services. This motivation is rooted in the principle of public administration that seeks to serve the public good and address disparities in service access and quality (Berman, 2014).

These motivations are interconnected, as improvements in one area often result in benefits in other areas. For example, advancements in technology can lead to increased efficiency, which in turn can enhance public satisfaction and trust. Similarly, the efforts to meet legislative mandates can spur innovations that improve service accessibility and equity. In summary, the motivations for government agencies to enhance customer service are diverse and reflect a complex interplay of internal objectives and external pressures.

3.3. How Does the Public Express Dissatisfaction with Government Agencies?

The methods used by the public to express dissatisfaction with government agencies in the US are diverse, illustrating the complex nature of citizen-government interactions. Based on research (Colton, Dave, et al., 2023; Doherty et al., 2022; Publisher, 2024), here are some key methods and insights into how the public expresses dissatisfaction.

Public Opinion Surveys and Polls: One of the primary ways that dissatisfaction is measured and expressed is through opinion surveys and polls. These tools capture public perceptions of government performance across various domains, including the economy, healthcare, and social welfare. Such surveys indicate both dissatisfaction with specific government actions and a desire for more substantial government involvement in certain areas.

Engagement with Elected Officials: Citizens also express dissatisfaction through direct engagement with their elected representatives, including writing letters, making phone calls, and participating in town hall meetings. This direct line of communication allows individuals to voice their concerns and demand accountability and action on specific issues.

Public Protests and Demonstrations: Public protests and demonstrations serve as a visible and powerful way to express collective dissatisfaction with government policies, decisions, or actions. These events can draw attention to issues that may not be adequately addressed through other channels.

Social Media and Online Platforms: The use of social media and other online platforms has become a prevalent method for expressing dissatisfaction. These platforms allow for the wide dissemination of concerns, mobilization of public opinion, and direct engagement with government agencies and officials.

Legal Actions: In some cases, citizens turn to the legal system to express dissatisfaction, challenging government actions or policies through lawsuits and legal advocacy. This approach is often used to address systemic issues or violations of rights.

Voter Turnout and Participation: Voter turnout, especially in presidential elections, serves as a measure of political engagement and, indirectly, satisfaction or dissatisfaction with the political system. The fluctuation in voter turnout over the years reflects public response to the political climate at various times, with higher turnout during periods of political upheaval indicating active engagement possibly stemming from dissatisfaction.

Contacting Public Officials: A prominent form of political participation is contacting public officials. The ease of email has significantly increased the number of people reaching out to their elected representatives, making it a potent tool for expressing concerns or dissatisfaction.

3.4. Survey Results of Customer Satisfaction

The Forrester CX Index from 2020 to 2022 for both the private sector and public agencies are shown in Figure 3 Ranking of Customer experience quality (General Services Administration 2023).

The figure clearly indicates a decline in most industries, while the CX Index for the Federal Government remained unchanged in a statistically significant manner (General Services Administration, 2023). Furthermore, according to Figure 4, the majority of survey respondents expressed dissatisfaction with the government service.

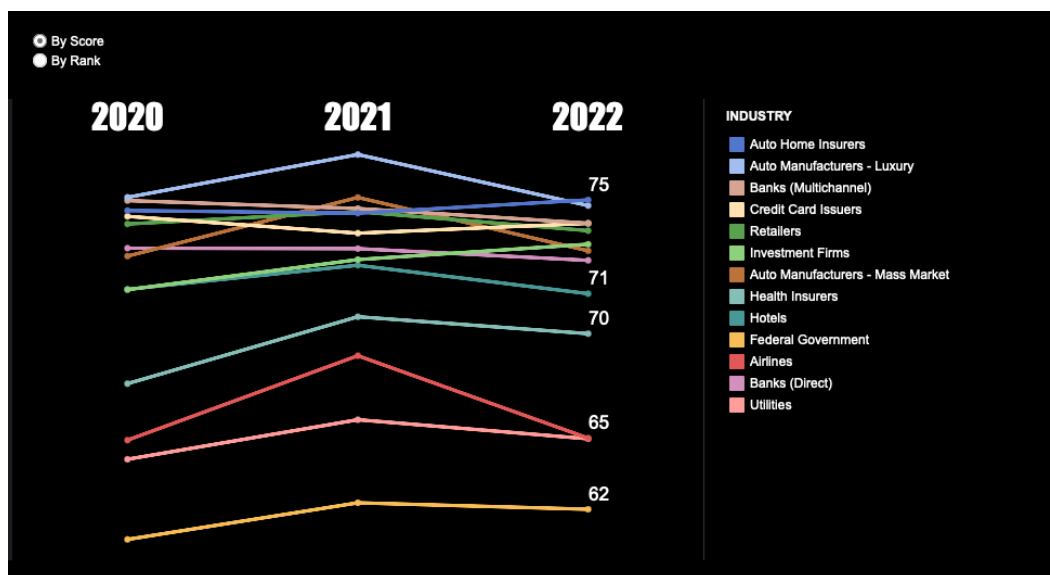


Figure 3 Ranking of Customer experience quality (General Services Administration 2023)

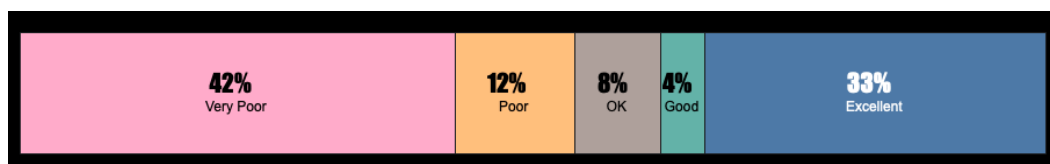


Figure 4 Federal Customer experience quality (General Services Administration 2023)

According to the American Customer Satisfaction Index (ACSI) Federal Government Report 2023, citizen satisfaction with U.S. federal government services has continued to improve, marking a significant increase of 2.9% to a score of 68.2 out of 100. This improvement builds on a larger gain from the previous year, indicating a positive trend in citizen satisfaction since the onset of the COVID-19 pandemic. The report highlights substantial improvement across all

performance areas measured—process, information, customer service, and website—with notable improvements in the efficiency and ease of government processes and the clarity of information (American Customer Satisfaction Index, 2023).

Deloitte’s insights on government customer service suggest that despite improvements, such as the increase in electronic filing of tax returns, customer satisfaction with government services is at a low level. The gap between performance and expectations, set by experiences with customer-focused business models in the private sector, highlights the need for transformative breakthroughs in government customer service (Deloitte US, 2024). Agencies are encouraged to think from the customer’s perspective, move from transactions to experiences, and capture information on customer perceptions to deliver the desired experience.

These findings highlight the importance of taking a comprehensive approach to measuring and enhancing customer service in government agencies. They also acknowledge the challenges faced by federal agencies in addressing disparities and meeting the evolving expectations of digital service delivery, despite making progress in improving customer satisfaction. The potential for improvement lies in better measuring service effectiveness, embracing digital solutions, and reimagining service delivery to not only meet, but surpass public expectations. The focus on digital solutions and the use of detailed metrics to evaluate the customer experience suggests a promising path forward that utilizes technology to enhance service quality and accessibility, especially for underserved populations. The ongoing efforts to enhance federal services are vital for rebuilding trust and ensuring that government agencies can effectively cater to the needs of all citizens.

3.5. 2020 Texas DLD Study – Customer Service

An email survey was conducted using the University of Texas - Qualtrics® survey software for the 2019 – 2020 study conducted for the DPS Driver License Division (DLD). The purpose of the survey was to obtain information about customer service provided by the DPS DLD at Driver License Offices across Texas and online. A separate survey, discussed in the next section, focused on remote driver license and ID card transactions and evaluated Customer Service and incentives for renewing driver licenses online, by telephone and by mail. (Murphy, Han et al TM 3 et al 2020) (Machemehl, Baumanis TM 8 2020)

It should be noted at that time, the NEMO-Q queuing system was used to provide customers with a self-service system depending on transaction type. The queuing system was not an appointment system, though it did provide a means for customers to ‘get in line online’. This meant that as many customers as chose to could arrive at a DLO anytime (before and) during business hours. Customers were issued a ticket using a kiosk that allowed uploading wait time and processing time data to a central database for evaluation and processing. The numbers of customers at Driver License Offices often exceeded the waiting area capacity resulting in lines extending outside the

DLO during this period. This was due in part to the impending Department of Homeland Security deadline of October 1, 2020 to obtain a REAL ID driver license or ID card to enable boarding domestic flights and entering federal buildings using a driver license as ID. In addition, Texas had been experiencing significant population increases due to a strong job market and other factors. This resulted in large increases in DLO customers especially in the Dallas, Fort Worth, Austin, San Antonio and Houston metropolitan statistical areas, though many DLOs across Texas experienced increased customer demand during this period.

Further, significant customer demand for a REAL ID, DL or ID card coupled with population increases resulted in large numbers of customers still inside a DLO at closing time. This meant that DLO employees had to work after closing time sometimes until 7PM to process the customers who were still in the DLO at 5pm. During the COVID-19 sheltering period over the spring and summer of 2020, the Governor closed DLOs to prevent the spread of COVID-19. During this time, DLD worked with its vendor to install a new appointment system, APPLUS TxScheduler, to help manage customer wait times and customer volumes throughout the day at a DLO.

It is important to realize that the information provided in the following commentary including figures and tables was obtained during the NEMO-Q system operations. However, beginning in June, 2020 the TxScheduler Appointment System was implemented using a different software vendor. The Appointment System was installed in DLO offices during the closure of DLOs based on the governor's directive. Therefore, the purpose of this information is to document the survey method and customer opinion outcomes in the 2019 – 2020 period. This will provide the Study Team with a baseline with which to consider current DLO and online customer service through the survey that is being conducted in the 2024 DLD study. During closure of DLOs, it is estimated that over 700,000 Texans had driver licenses or ID cards that expired. The Governor initiated a phased reopening of DLOs in May, 2020 and by June, 2020 DLOs were again operational using the new appointment system.

During the 2019 - 2020 study, the Study Team used the Qualtrics® platform to distribute the survey after a UT Institutional Review Board (IRB) exemption was obtained since the survey did not involve medical testing or require personal information to be revealed. The distribution email, survey questions and instructions were in both English and Spanish. The customer could select the language when the survey link was accessed and the survey front page displayed.

Over 7.3 million customer email addresses were obtained from DLD for the survey distribution. Different methods were used to distribute the survey including Team members who distributed approximately 10,000 surveys per day over a 5-work day period for months. Distribution of larger numbers of emailed surveys was also accomplished using professional email services and eventually a Services Contract with Qualtrics® to distribute approximately 5 million surveys at one time using their servers. The Study Team has since learned that Qualtrics® no longer distributes

emailed surveys using their servers, however, they do provide guidance and insights regarding how to improve distribution by customers using an email cleaning service and other options.

A total of approximately 44,544 valid, complete, survey responses were received from 22,688 male (51.7%) and 21,185 female (48.3%) survey takers; though some surveys were received with a blank response to the Gender question. A key factor that was sought was the customers' qualitative rating of wait time and their actual wait time though many other customer service questions were asked. The cumulative distribution curve of wait times shown in Figure 5 indicates that approximately 41% of customers reported a wait time of 45 minutes or less, 51.7% of customers reported a wait time of 1 hour or less and 76.8% of customers reported a wait time of 2 hours 30 minutes or less.

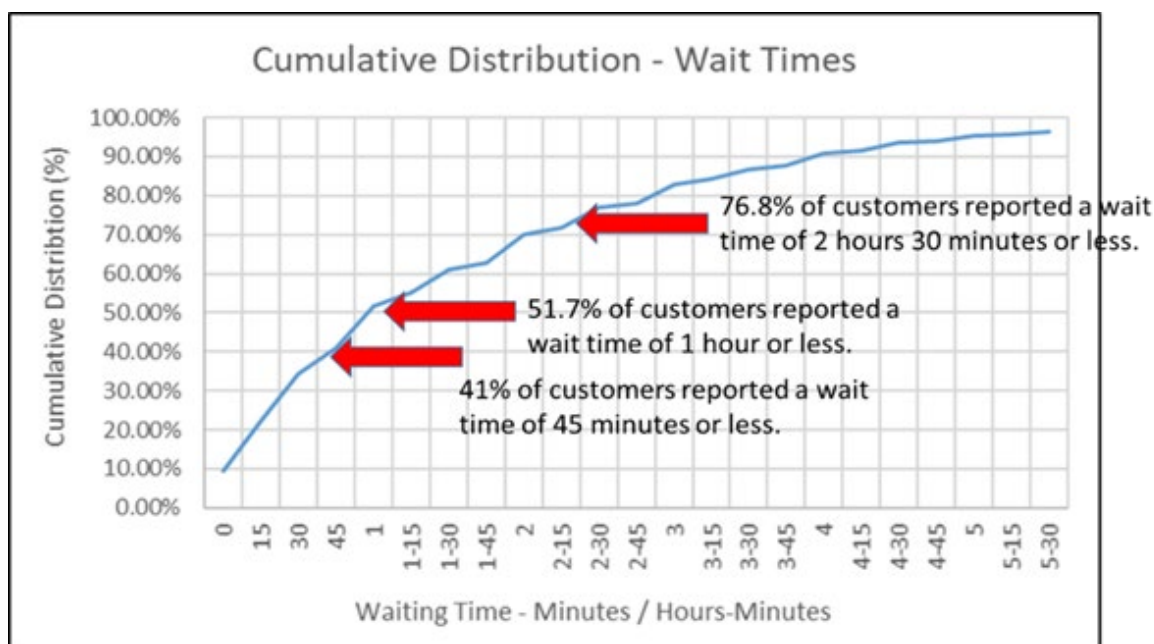


Figure 5 Cumulative Distribution of Wait time for wait times in hours and minutes

However, it is important to recognize that for any wait time, customers' perceptions and qualitative rating of that wait time can vary. Thus, though the current (2024) performance measure for wait time is '63.07% of customers should experience a wait time of 45 minutes or less' and '51.12% of customers should experience a wait time of 30 minutes or less', this does not mean that all customers who experience these wait times will consider these times as 'Very Good', 'Good' or even 'Fair'. In fact, some customers who are within these performance measures might consider their wait time as 'Poor' or 'Very Poor'. This is an important insight since there is concern among state legislators regarding customers who call or email expressing dissatisfaction with their wait time at a DLO.

Thus, the following figures show the number of customer surveys received for the indicated wait time period and the different qualitative ratings customers gave to that wait time period. A total of 42,368 survey takers provided a qualitative rating for their wait time. To conserve space, wait time durations above 2 hours are not shown in the following figures which represents about 37% of responses. The figures that are shown constitute approximately 63% of wait time rating responses. Again, it is important to remember that these ratings were made during late 2019 – 2020 and include the period during the COVID sheltering and closure of the DLOs from March – May 2020 – thus customers are reporting on their past experience(s) at a DLO. In addition, these ratings were made during the period when the Department of Homeland Security had set a deadline of October 1, 2020 for obtaining a REAL ID for use when boarding a domestic flight or entering a federal building. This means that some customers might have had anxiety or frustration about the long wait times since there could be concerns about receiving a REAL ID compliant driver license by the DHS deadline. It should be clarified that other forms of ID could be used for these purposes if a REAL ID had not yet been obtained. In addition, Texas had experienced significant increases in population due to migration from other states due to a strong job market. These factors led to crowding at DLOs and longer than normal wait times.

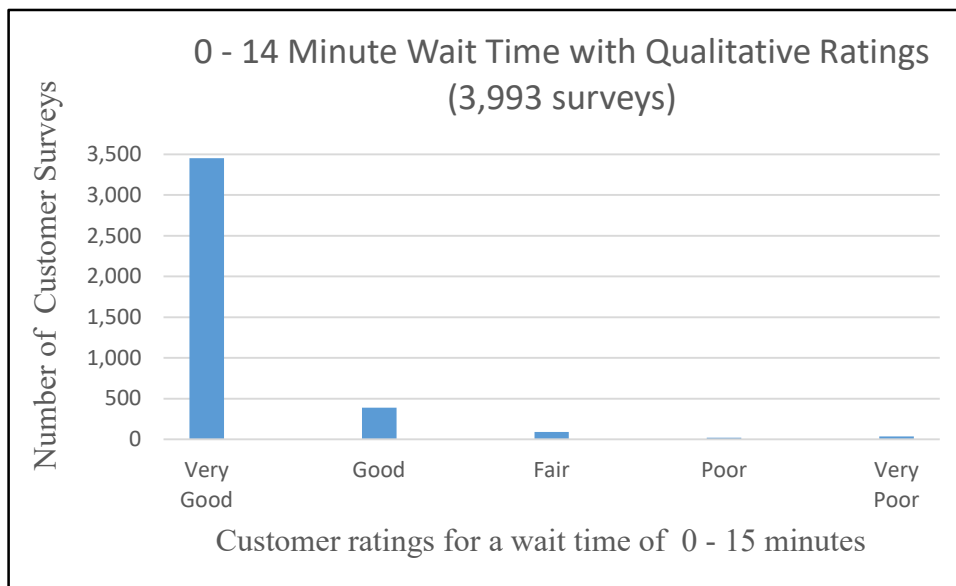


Figure 6 Customer Qualitative Ratings for an experienced wait time of from 0 - 15 minutes

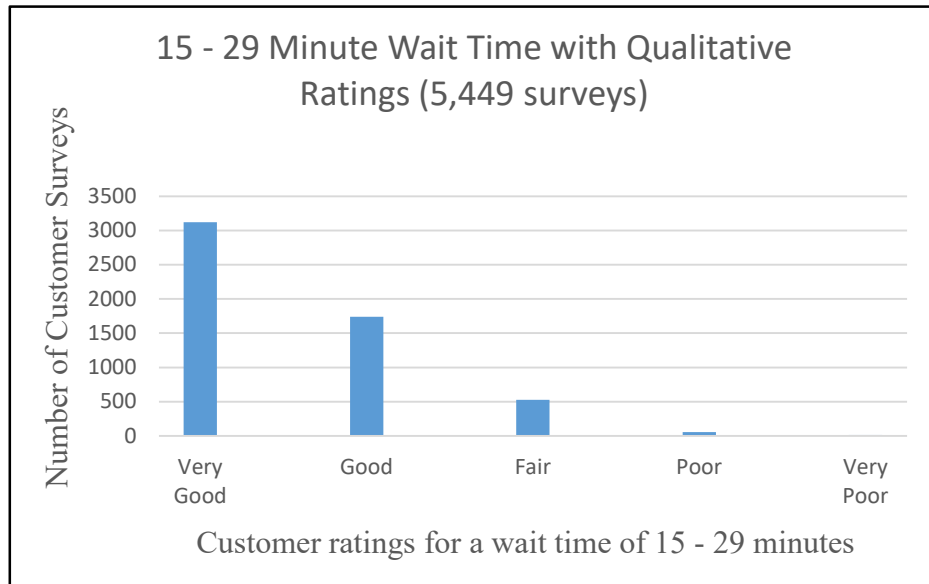


Figure 7 Customer Qualitative Ratings for an experienced wait time of from 15 - 29 minutes

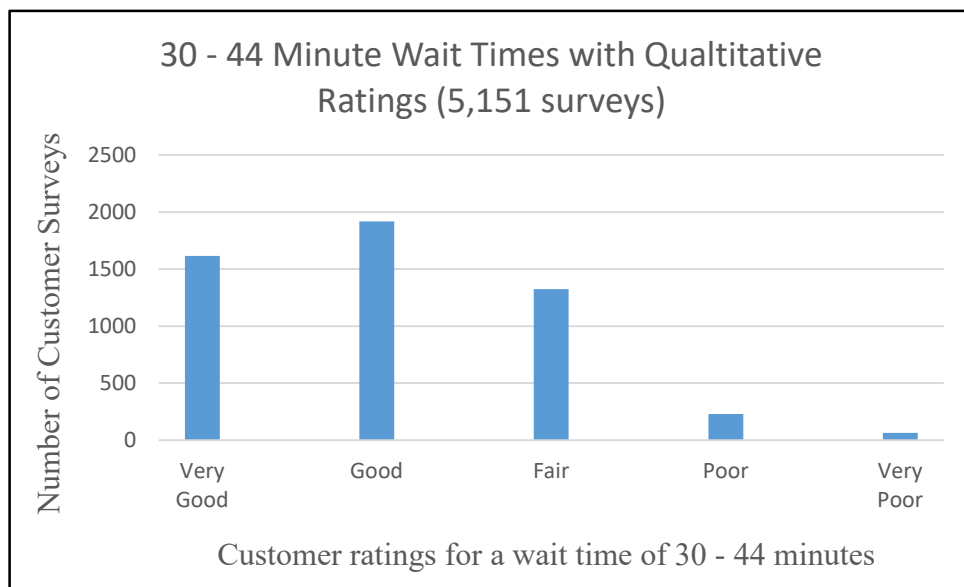


Figure 8 Customer Qualitative ratings for an experienced wait time of from 30 - 44 minutes

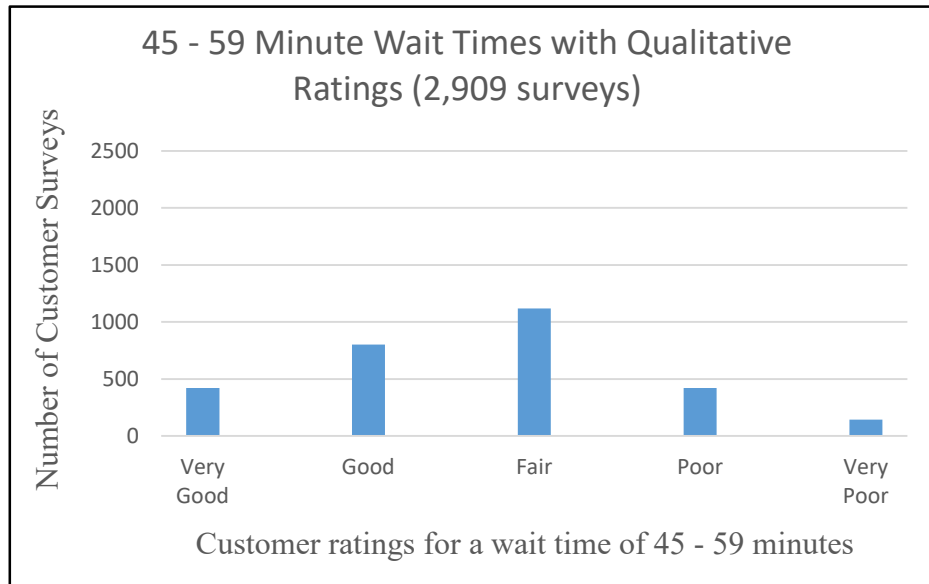


Figure 9 Customer Qualitative ratings for an experienced wait time of 45 - 59 minutes

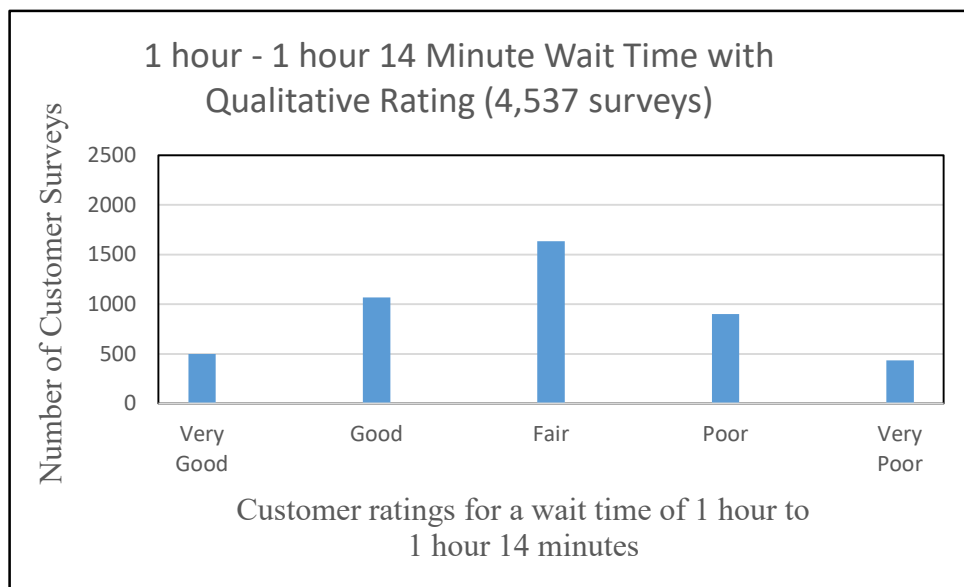


Figure 10 Customer Qualitative ratings for an experienced wait time of 1 hour to 1 hour 14 minutes

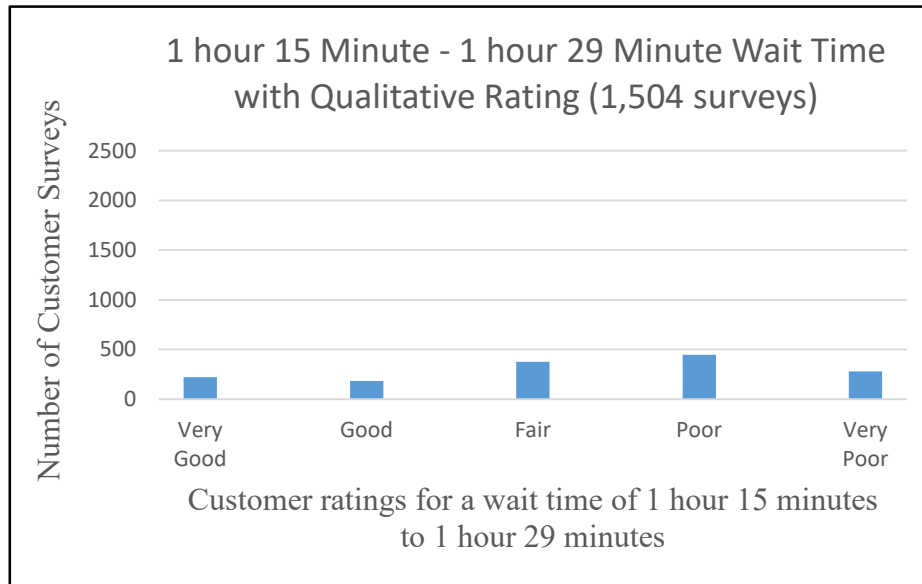


Figure 11 Customer Qualitative ratings for an experienced wait time of 1 hour 15 minutes to 1 hour 29 minutes



Figure 12 Customer Qualitative ratings for an experienced wait time of 1 hour 30 minutes to 1 hour 44 minutes

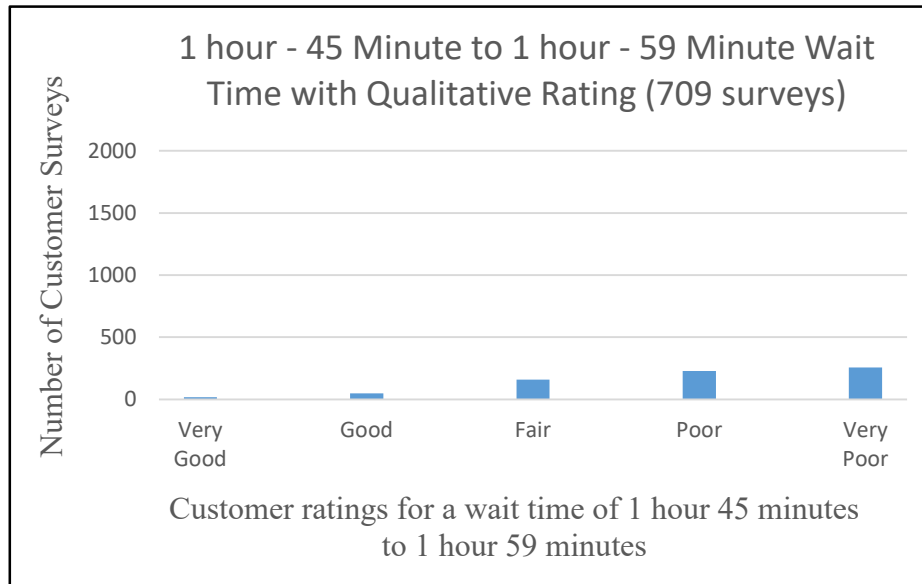


Figure 13 Customer Qualitative ratings for an experienced wait time of 1 hour 45 minutes to 1 hour 59 minutes

As can be seen from Figures 8 and 9, a wait time that is at or below the Performance Measure of 45 minutes can still result in some customers rating that wait time ‘Fair’, ‘Poor’ or ‘Very Poor’. However, it is important to realize that though wait time is one of the primary factors that customers use to rate DLD performance, it is not the only factor. Other factors such as the transaction performance time, DLD customer friendliness, helpfulness and professionalism all count toward the overall Performance Rating customers give to the Driver License Program. Table 1 shows the number of surveys received from the top 50 counties by population rank.

Table 7 List of Texas Counties with number of surveys received and population rank

Population Rank	County Rank Order by Population	2010 Census Population	County Rank Order - Number of Surveys	County Rank Order - Population	County Rank Order by Number of Surveys	Number of Surveys
1	Harris	4,602,523	1	1	Harris	6,149
2	Dallas	2,586,552	2	2	Dallas	3,990
3	Tarrant	2,019,977	3	3	Tarrant	3,058
4	Bexar	1,925,865	4	5	Travis	2,947
5	Travis	1,203,166	5	6	Collin	2,835
6	Collin	944,350	6	4	Bexar	2,297
7	Hidalgo	849,389	7	9	Denton	2,199
8	El Paso	837,654	8	12	Williamson	1,310
9	Denton	807,047	9	10	Fort Bend	1,274
10	Fort Bend	739,342	10	11	Montgomery	1,179
11	Montgomery	554,445	11	8	El Paso	915
12	Williamson	527,057	12	17	Galveston	744
13	Cameron	421,750	13	15	Brazoria	602
14	Nueces	360,486	14	16	Bell	536
15	Brazoria	353,999	15	24	Hays	470
16	Bell	342,236	16	31	Comal	448
17	Galveston	327,089	17	7	Hidalgo	433
18	Lubbock	301,454	18	14	Nueces	429
19	Webb	272,053	19	23	Brazos	412
20	Jefferson	255,210	20	18	Lubbock	399
21	McLennan	248,429	21	22	Smith	388
22	Smith	225,015	22	35	Grayson	367
23	Brazos	219,193	23	21	McLennan	338
24	Hays	204,150	24	27	Johnson	299
25	Ellis	168,838	25	25	Ellis	292
26	Midland	164,194	26	20	Jefferson	283
27	Johnson	163,475	27	41	Rockwall	268
28	Ector	158,342	28	32	Randall	264
29	Guadalupe	155,137	29	30	Taylor	246
30	Taylor	136,348	30	13	Cameron	244
31	Comal	135,097	31	34	Parker	230
32	Randall	132,475	32	58	Hood	216
33	Wichita	131,818	33	39	Tom Green	209
34	Parker	129,802	34	29	Guadalupe	207
35	Grayson	128,560	35	74	Kendall	207
36	Gregg	123,494	36	26	Midland	207
37	Potter	120,899	37	38	Kaufman	183
38	Kaufman	118,910	38	126	Deaf Smith	171
39	Tom Green	117,466	39	63	Kerr	160
40	Bowie	93,858	40	33	Wichita	157
41	Rockwall	93,642	41	28	Ector	148
42	Hunt	92,152	42	71	Polk	147
43	Victoria	91,970	43	43	Victoria	131
44	Angelina	87,607	44	46	Bastrop	126
45	Orange	84,047	45	36	Gregg	125
46	Bastrop	82,577	46	50	Walker	125
47	Liberty	81,862	47	54	Wise	123
48	Henderson	80,460	48	19	Webb	121
49	Coryell	75,389	49	72	Burnet	120
50	Walker	71,539	50	103	Aransas	118

Table 2 shows the number of surveys received from the top 50 cities / towns by population rank.

Table 8 List of the Top 50 Texas Cities and Towns by population with the number of surveys received

Population Rank	City or Town	City or Town Population	City or Town Population Rank ordered by survey rank	Number of Surveys Rank Order	City or Town Rank Order by Number of Surveys	Number of Surveys Received
1	Houston	2,338,137	1	1	Houston	3835
2	San Antonio	1,533,572	4	2	Austin	2772
3	Dallas	1,357,303	3	3	Dallas	2170
4	Austin	966,089	2	4	San Antonio	2135
5	Fort Worth	884,593	5	5	Fort Worth	1125
6	El Paso	681,877	9	6	Plano	971
7	Arlington	391,409	54	7	Spring	904
8	Corpus Christi	326,162	6	8	El Paso	882
9	Plano	290,441	17	9	McKinney	688
10	Laredo	268,057	77	10	Katy	677
11	Lubbock	256,600	7	11	Arlington	673
12	Irving	246,924	16	12	Frisco	499
13	Garland	242,309	8	13	Corpus Christi	401
14	Amarillo	203,245	24	14	Carrollton	398
15	Grand Prairie	194,168	25	15	Denton	393
16	Frisco	188,522	51	16	Georgetown	386
17	McKinney	185,962	29	17	Sugar Land	371
18	Brownsville	185,625	11	18	Lubbock	367
19	Cypress	182,459	40	19	Allen	353
20	Pasadena	153,528	19	20	Cypress	342
21	Killeen	151,547	30	21	Richardson	340
22	Midland	144,600	28	22	Round Rock	333
23	McAllen	144,359	14	23	Amarillo	323
24	Carrollton	141,615	12	24	Irving	316
25	Denton	140,975	45	25	Conroe	300
26	Mesquite	140,594	13	26	Garland	297
27	Waco	139,324	35	27	College Station	263
28	Round Rock	130,282	38	28	Tyler	255
29	Sugar Land	128,311	32	29	Pearland	254
30	Richardson	125,740	36	30	Lewisville	253
31	Odessa	125,720	37	31	League City	253
32	Pearland	124,018	49	32	Flower Mound	242
33	Abilene	123,403	47	33	New Braunfels	237
34	Beaumont	119,780	33	34	Abilene	217
35	College Station	116,998	53	35	Pflugerville	217
36	Lewisville	111,150	22	36	Midland	207
37	League City	108,184	89	37	Granbury	202
38	Tyler	107,549	41	38	San Angelo	201
39	Wichita Falls	106,362	81	39	Boerne	188
40	Allen	103,494	50	40	Temple	182
41	San Angelo	99,794	15	41	Grand Prairie	176
42	Edinburg	98,160	34	42	Beaumont	168
43	Harlingen	88,328	27	43	Waco	167
44	Mission	86,309	88	44	Tomball	163
45	Conroe	86,236	84	45	Humble	162
46	Bryan	85,224	21	46	Killeen	158
47	New Braunfels	84,560	46	47	Bryan	149
48	Pharr	81,399	31	48	Odessa	144
49	Flower Mound	77,329	64	49	Friendswood	140
50	Temple	77,295	26	50	Mesquite	139

The following figures show wait time ratings for different Texas counties. Note the distinction between counties in the Dallas / Fort Worth MSA and the Houston MSA.

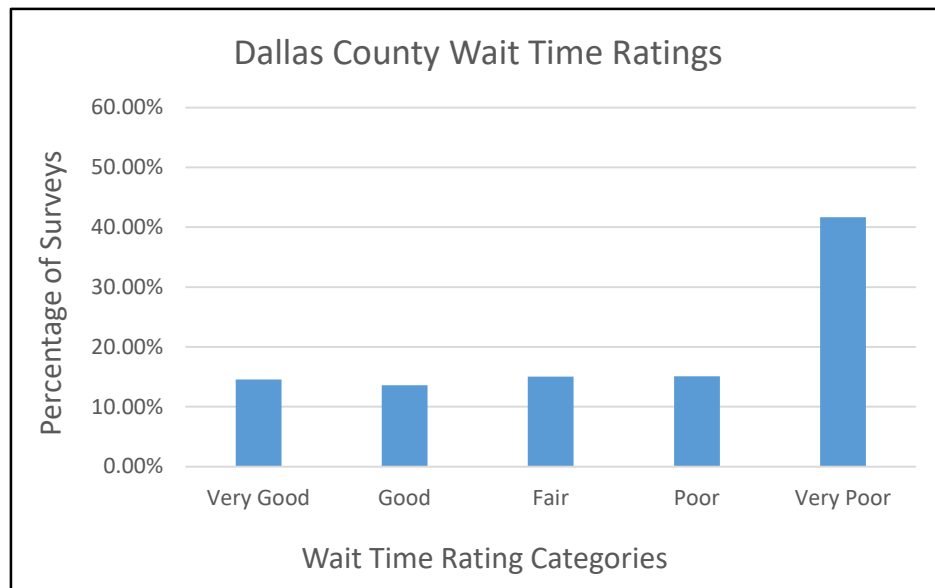


Figure 14 Dallas County Wait Time rating percentages Very Good – Very Poor

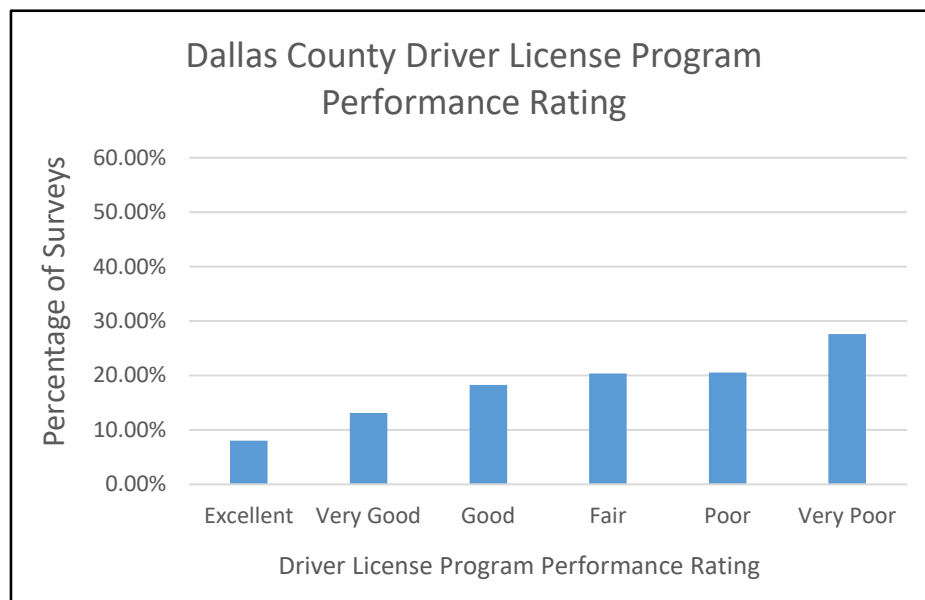


Figure 15 Dallas County Driver License Program Performance Rating Categories

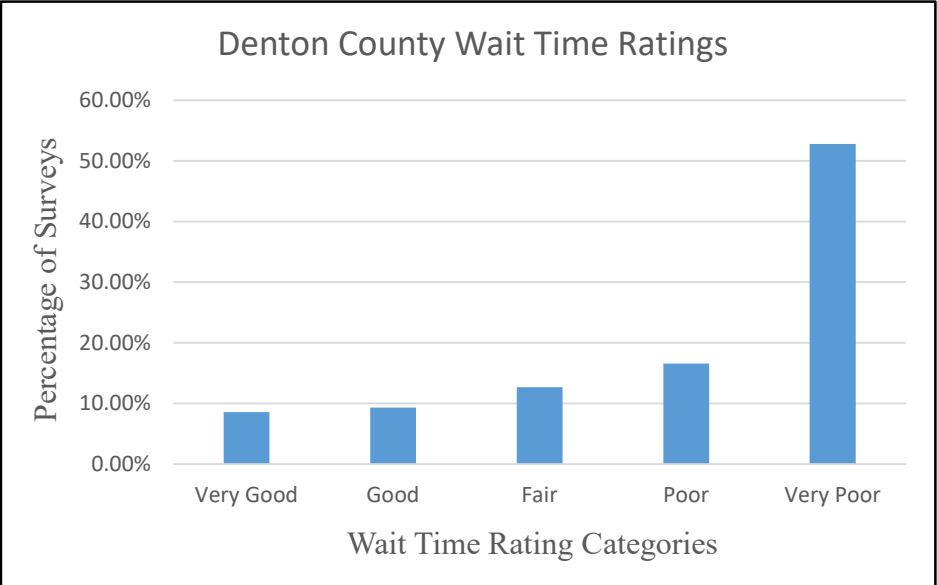


Figure 16 Denton County Wait Time rating percentages Very Good – Very Poor

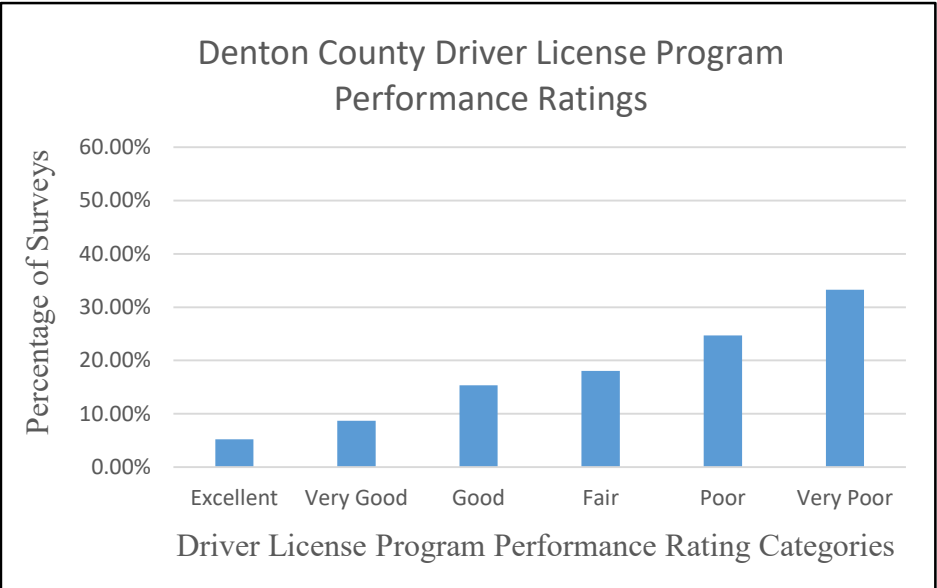


Figure 17 Denton County Driver License Performance Rating Categories

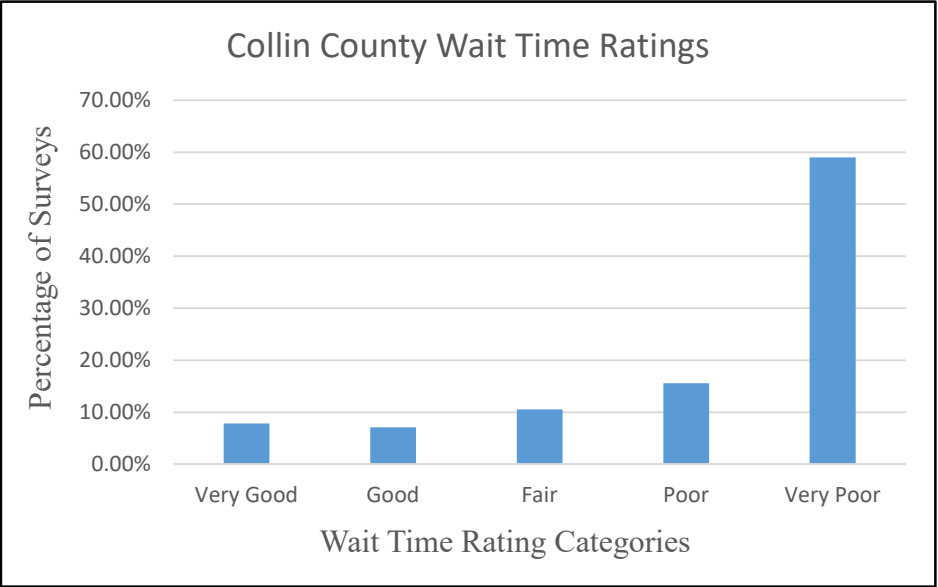


Figure 18 Collin County Wait Time rating percentages Very Good – Very Poor

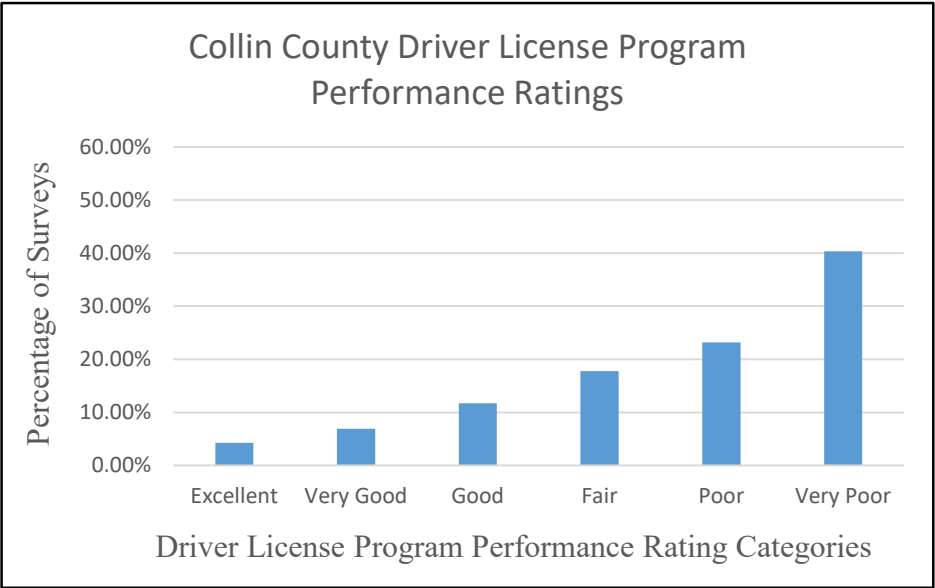


Figure 19 Denton County Driver License Program Performance Rating Categories

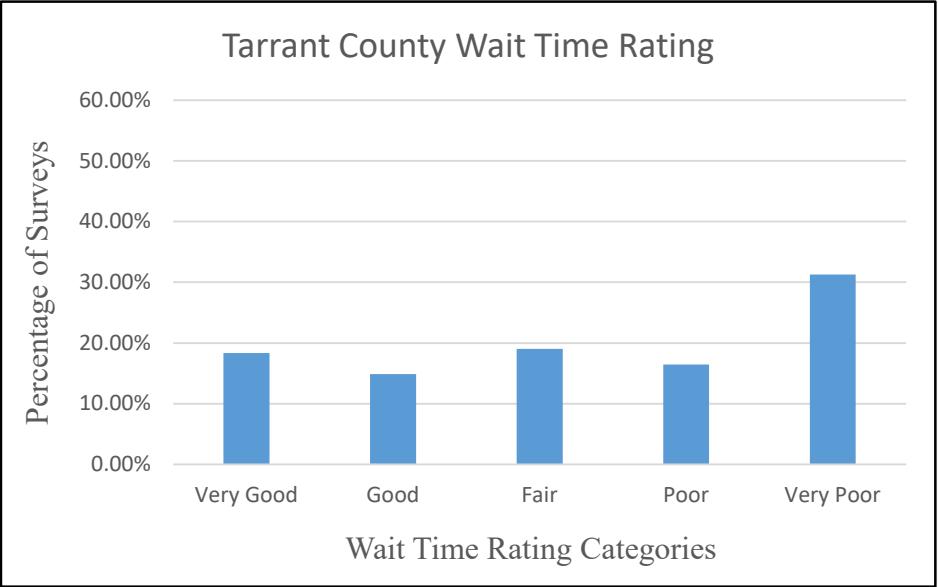


Figure 20 Tarrant County Wait Time rating percentages Very Good – Very Poor

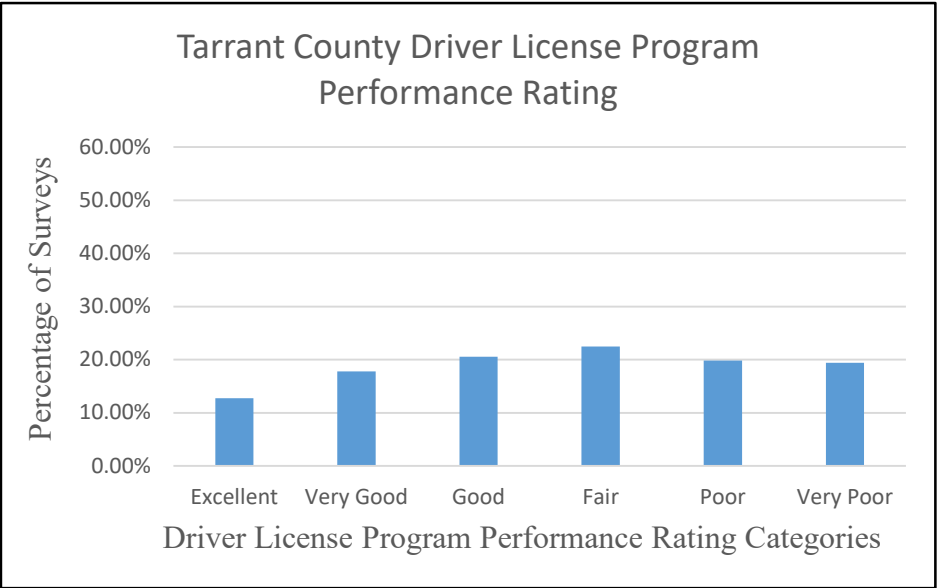


Figure 21 Tarrant County Driver License Program Performance Rating Categories

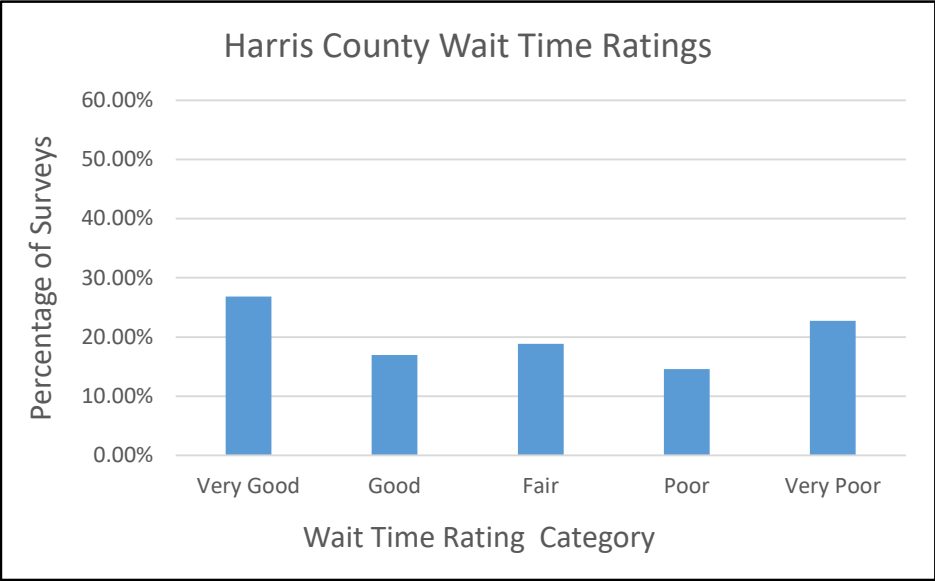


Figure 22 Harris County Wait Time rating percentages Very Good – Very Poor

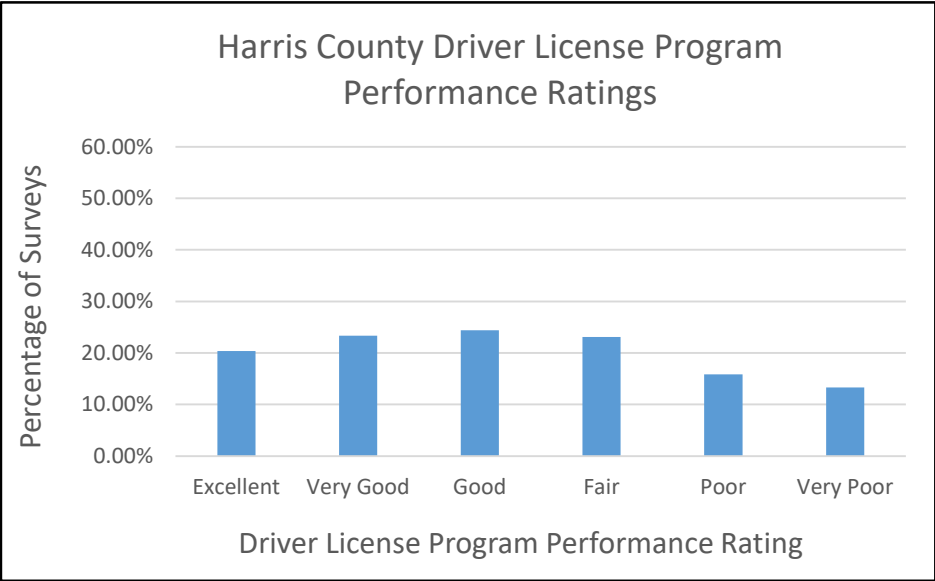


Figure 23 Harris County Driver License Program Performance Rating Categories

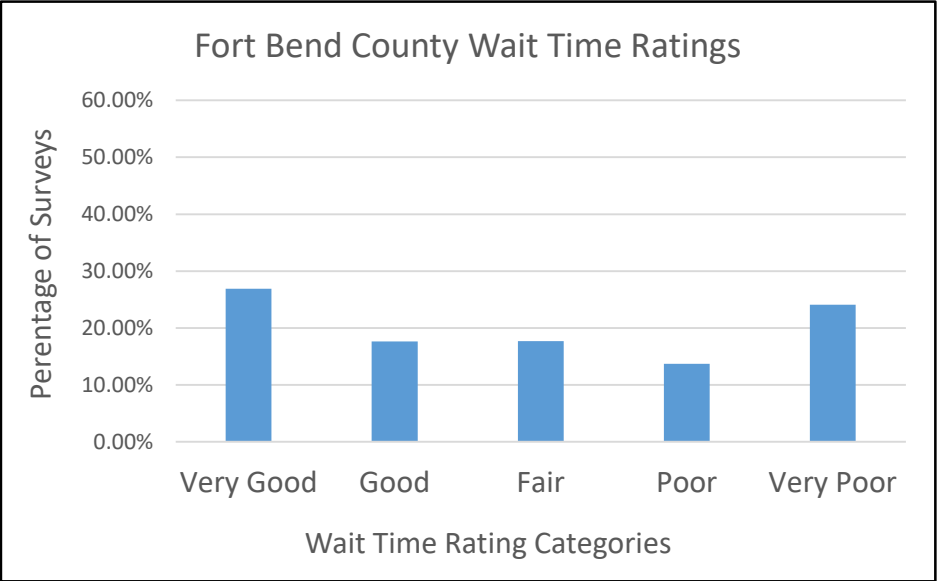


Figure 24 Fort Bend County Wait Time rating percentages Very Good – Very Poor

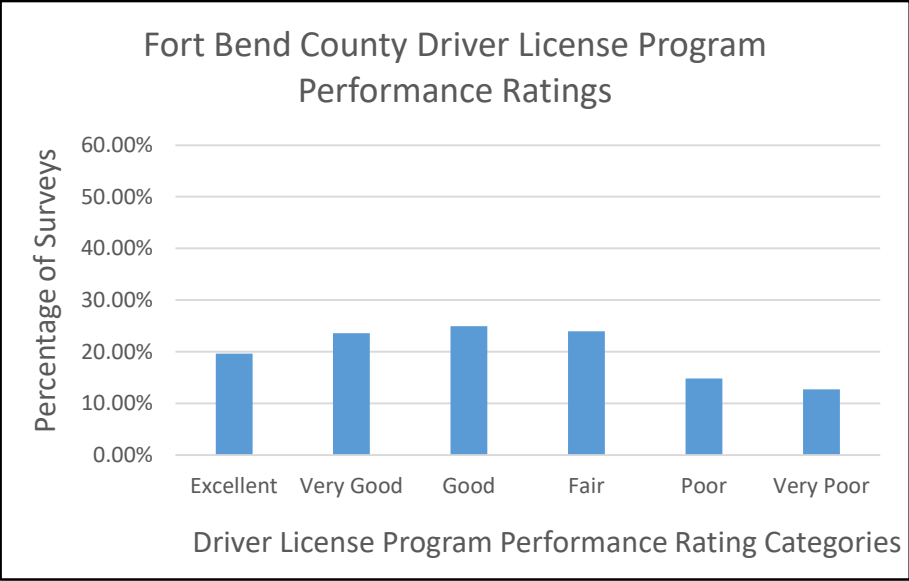


Figure 25 Fort Bend County Driver License Program Performance Rating Categories

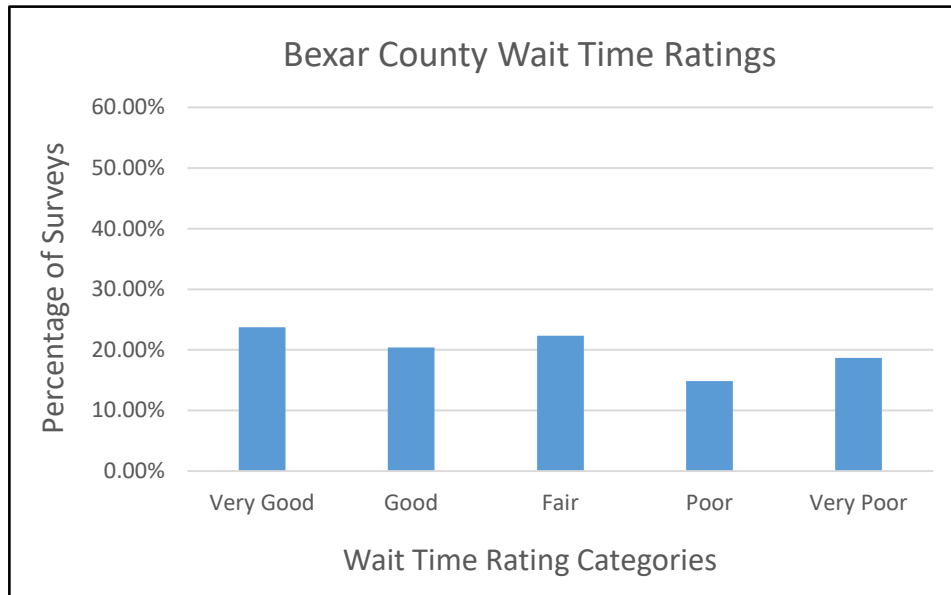


Figure 26 Bexar County Wait Time rating percentages Very Good – Very Poor

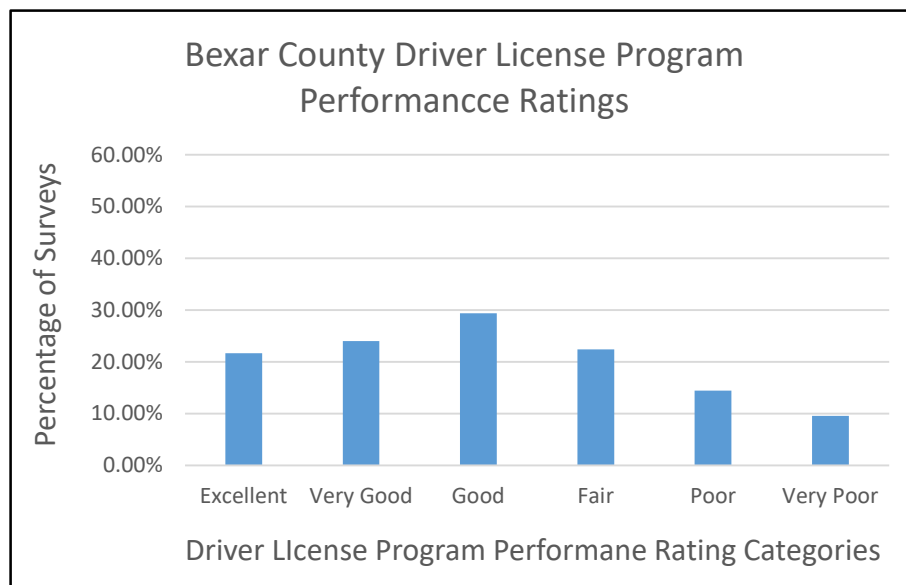


Figure 27 Bexar County Driver License Program Performance Rating Categories

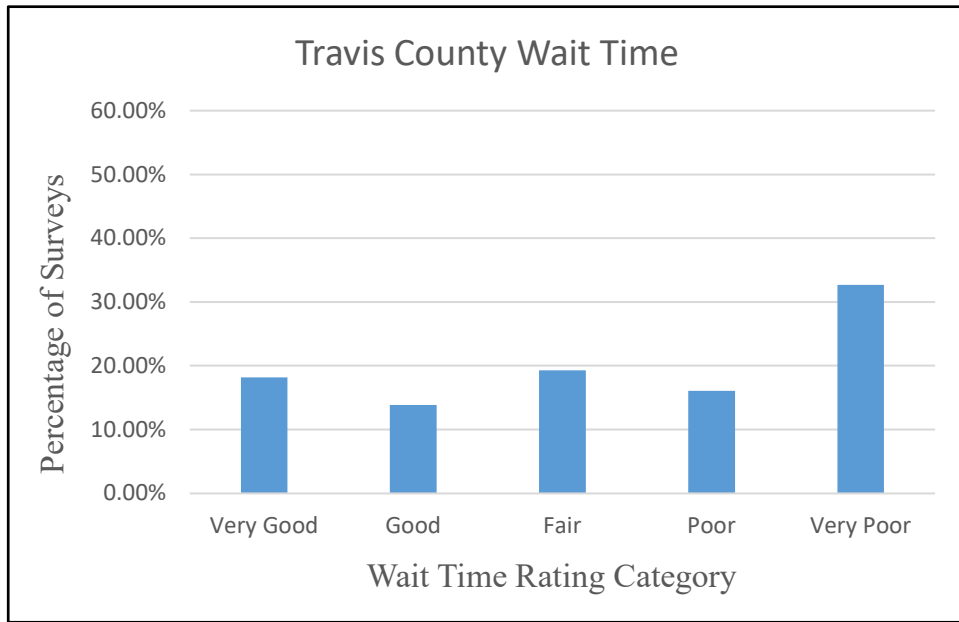


Figure 28 Travis County Wait Time rating percentages Very Good – Very Poor

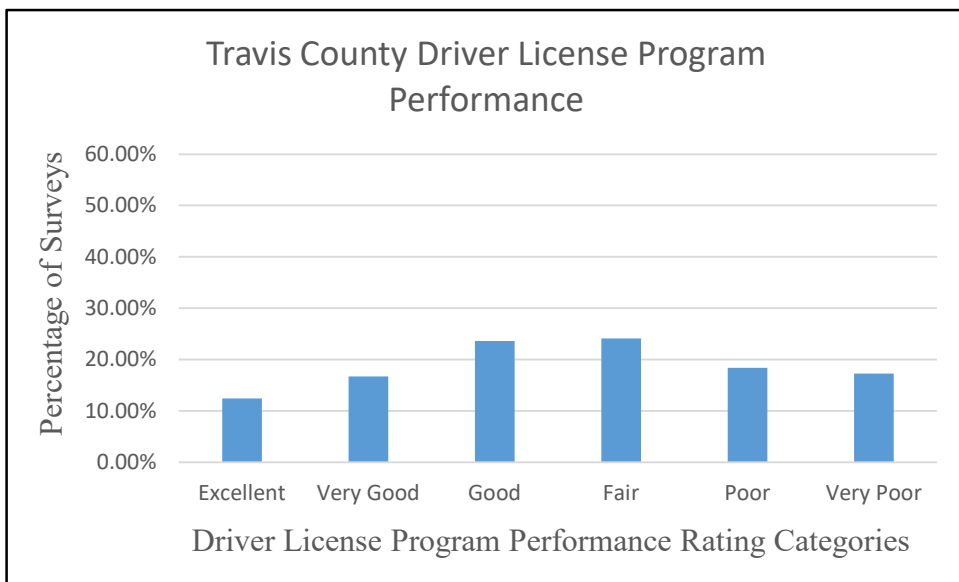


Figure 29 Travis County Driver License Program Performance Rating Categories

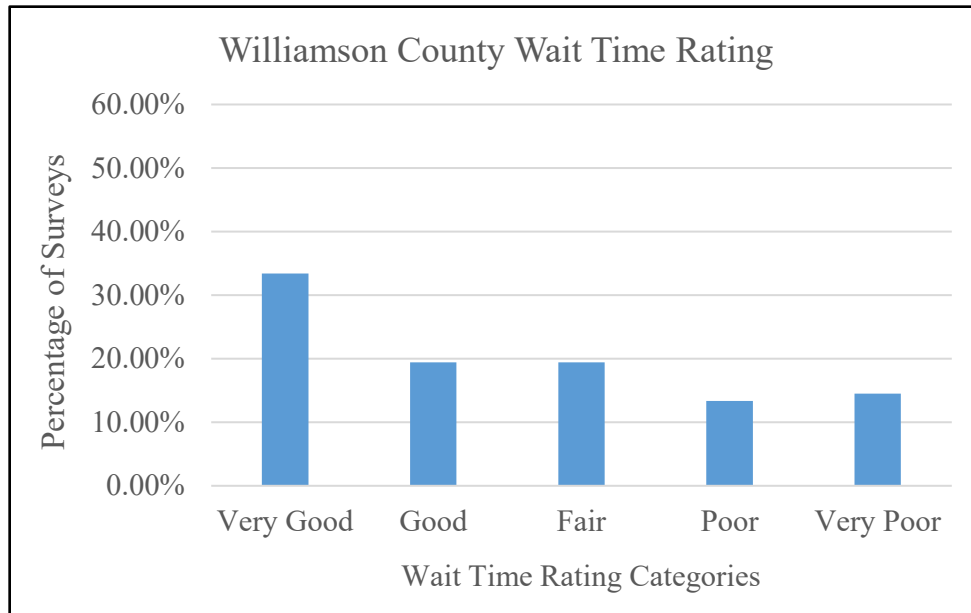


Figure 30 Williamson County Wait Time rating percentages Very Good - Very Poor

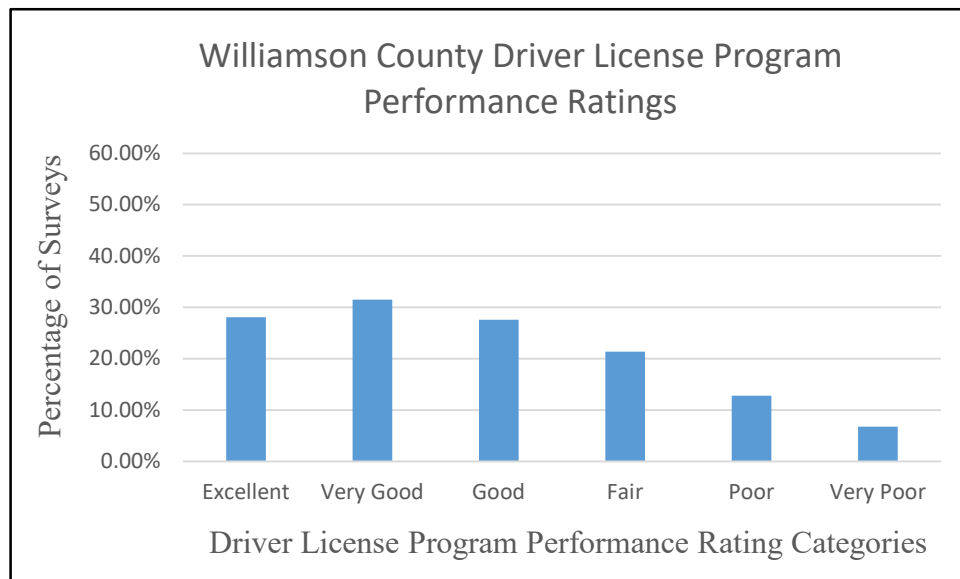


Figure 31 Williamson County Driver License Performance Rating Categories

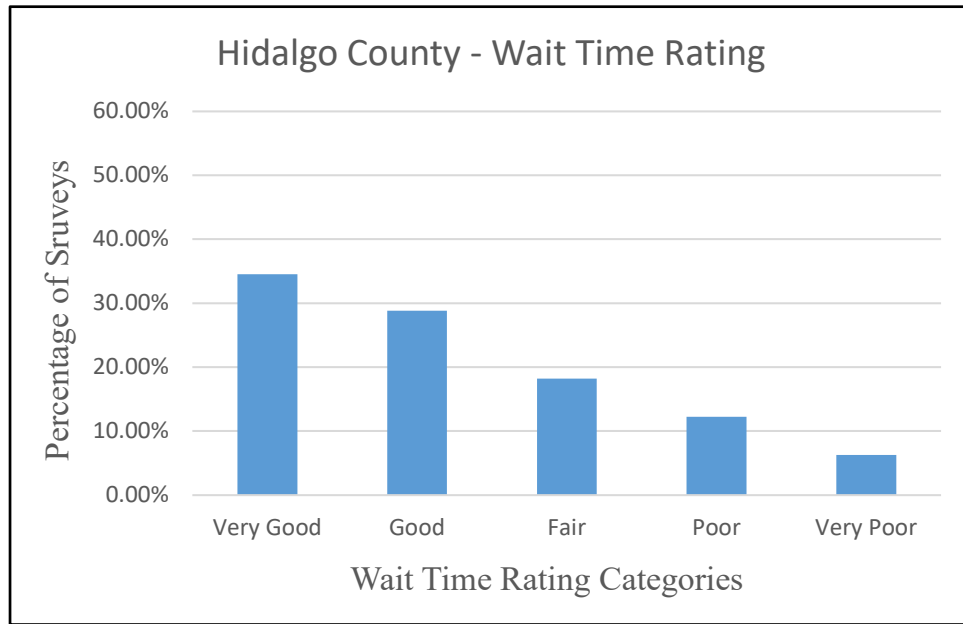


Figure 32 Hidalgo County Wait Time rating percentages Very Good - Very Poor

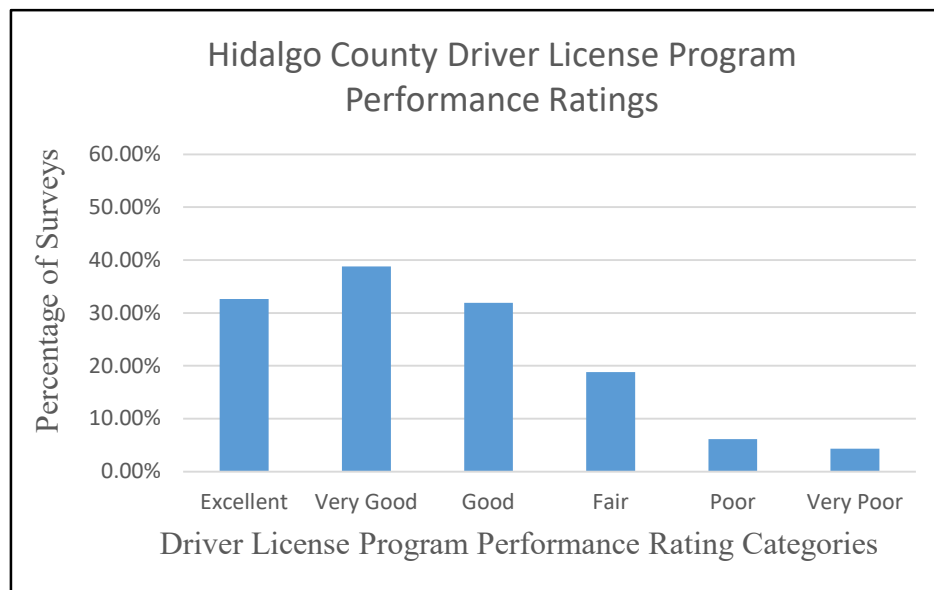


Figure 33 Hidalgo County Driver License Program Performance Rating Categories

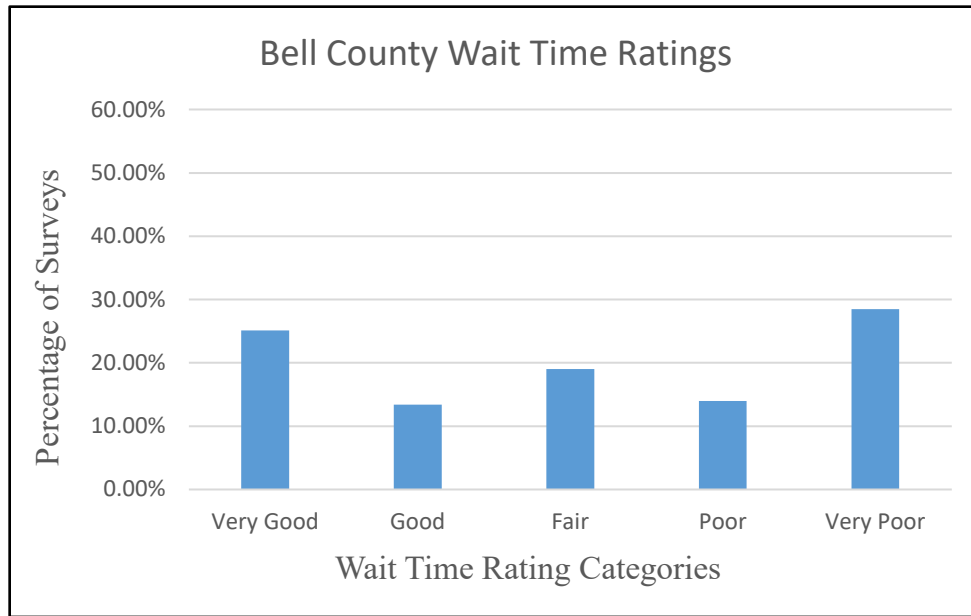


Figure 34 Bell County Wait Time rating percentages Very Good - Very Poor

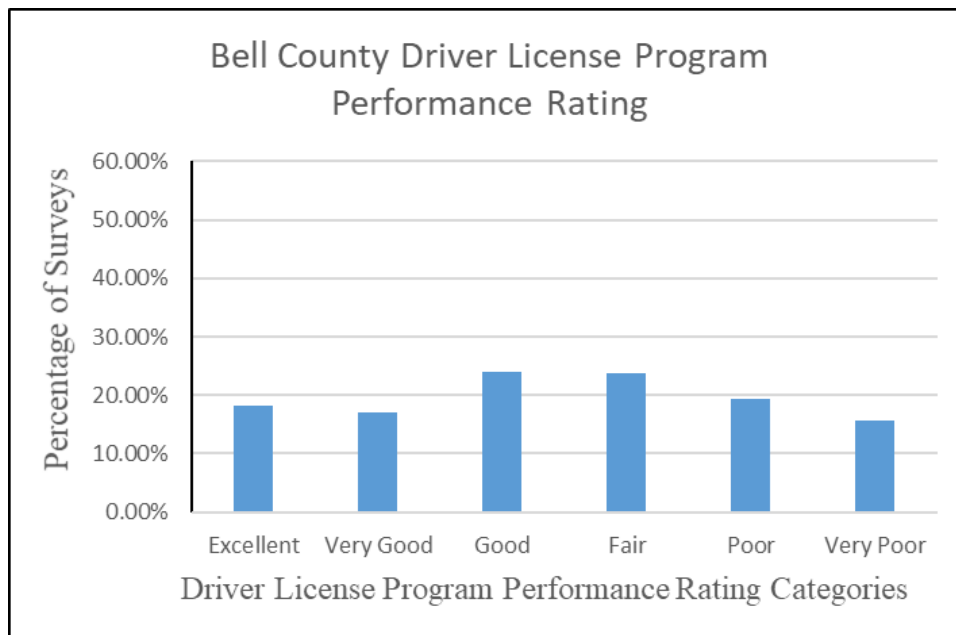


Figure 35 Bell County Driver License Program Performance Rating Categories

Though wait time ratings tend toward Fair, Poor and Very Poor ratings for most MSA counties, the overall ratings of the Driver License Program for several counties appear to be more positive in most cases. The overall Driver License Program Performance Rating survey results are shown in Figure 36. As can be seen, the most frequently occurring rating (the mode) is 'Good'. Though it is not appropriate to calculate average rating values to arrive at a qualitative rating using the Likert Scale, it is evident that the ratings tend toward 'Fair to Good' with the extremes of 'Excellent' and 'Very Good', being approximately equal to 'Poor' and 'Very Poor'.

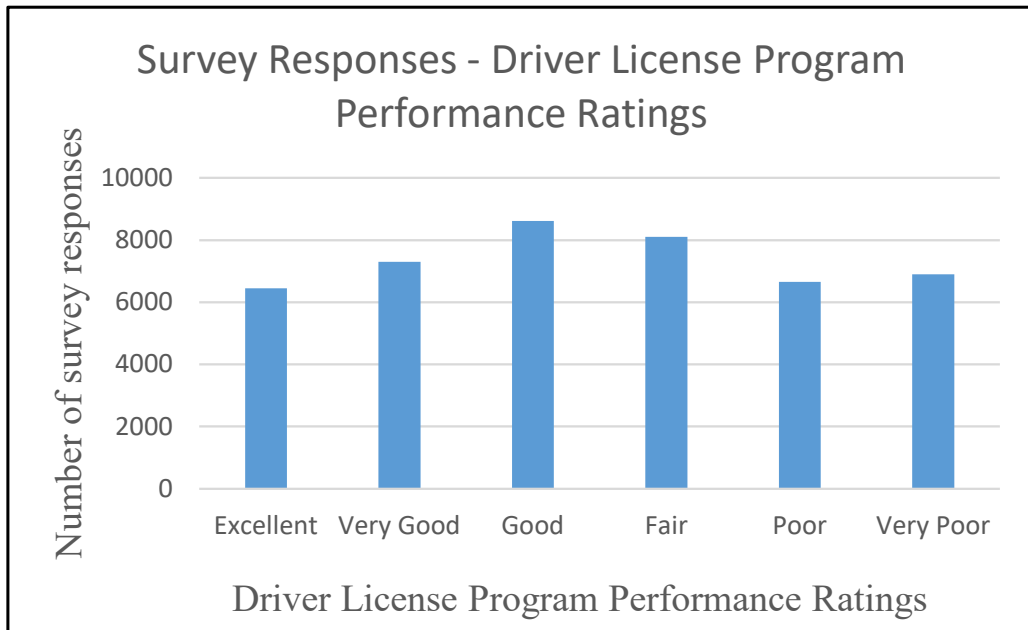


Figure 36 Driver License Program Performance Ratings by Customers

Survey takers were asked to compare the Texas Driver License Program to programs in other states. The most common response was that Texas was 'about the same' as other state Driver License Programs. (Figure 23)

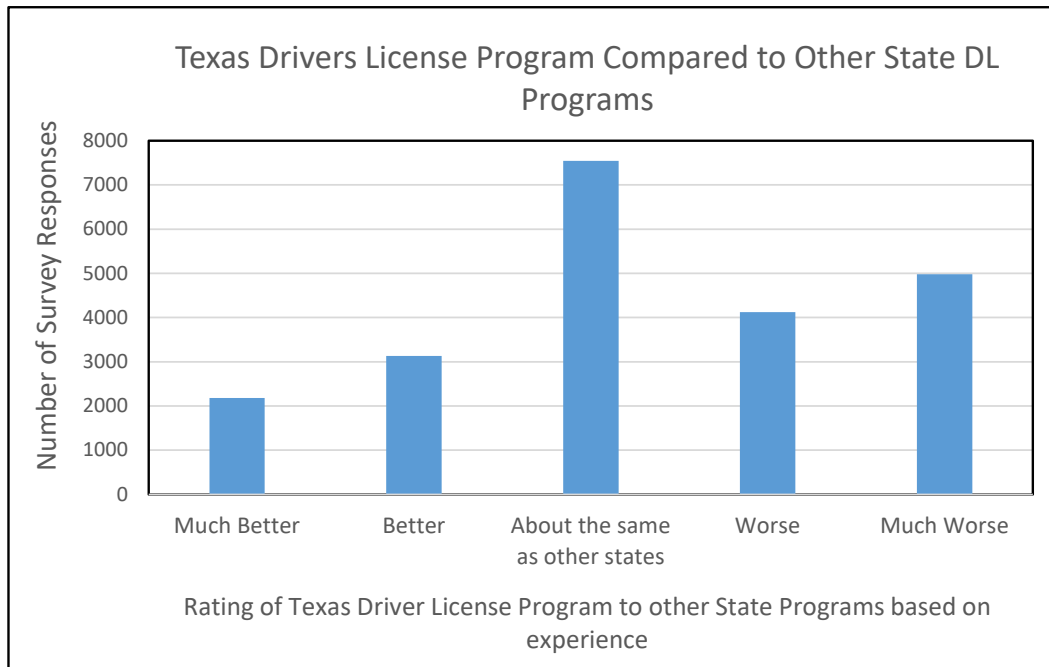


Figure 37 Customer Opinion Texas Driver License Program compared to Other States Programs

Some of the comparisons survey takers provided about Texas and other state DL Programs included:

- Pennsylvania, Florida, Arizona, Oregon and other states print your actual driver license at the office and hand it to you before you leave; I think Texas should do this.
- I am glad the Driver License Office is open until 6 pm, I didn't have to take as much time off work as in other states.
- Texas is not much different than Missouri, Kansas or Louisiana which are states I've lived in over the years.
- Oregon and Arkansas have much better driver license programs than Texas – quick to get in and out. Oregon is the best in the nation as far as I'm concerned – they even have an office in the mall!
- Texas DPS is much better than two other states I've lived in.
- Texas' process and amount of paperwork is much more complicated than any other states I've lived in including Georgia, Pennsylvania, Washington, Virginia, Maryland and Ohio.
- The driver license programs in Florida, Georgia and Virginia are straight forward and easy to use.
- I came from Michigan and it took 15 minutes to get your license renewed there.
- Note: many comments were related to long wait lines and especially having to wait outside the DLO in the heat. Many customers blamed the excessive amount of documentation 'DPS' requires to get a driver's license. Customers often do not realize that REAL ID requirements are set by the Department of Homeland Security.

Table 3 provides the number of survey responses received from customers who selected the listed answer with regard to online renewals in the Customer Service Survey. The survey taker could choose one or more answers from the list that applied to their experience(s). It is important to note that these questions did not apply to the last driver license or ID card transaction the customer had, rather survey takers were asked about their experiences renewing online regardless of the number of times this occurred.

Table 9 Customer Service Question responses about experiences with online renewal

Customer Service Questions - Online Renewal	Number of survey takers who selected this answer	Percentage of all Survey takers who selected any answer for the online Renewal question
I believe DPS will keep my information secure	19,993	48.98%
I have used the DPS Driver License online website to renew my license using a desktop, laptop or tablet	18,883	41.57%
I have not used the DPS Driver License online website to renew my license using a desktop, laptop or tablet	17,177	37.81%
I have used the DPS Driver License online website to renew my license using a Smart Phone	3,139	6.91%
I tried to renew my license / ID Card using my Smart Phone but the online renewal site was too hard to use with a Smart Phone	1,024	2.25%
I have not used the DPS Driver License online website to renew my license using a Smart Phone	33,685	74.16%
I tried to renew my license / ID Card on line, but the program said I was not eligible to renew (using a desktop, laptop or tablet (7,142) or a SMART phone (6,248)	13,390	29.48%
I was able to find the online renewal web page on the DPS website with no problem	12,852	37.82%
I was able to renew my license / ID Card on line with no problem	8,716	25.65%
DPS should have employees at their Offices or mega-centers that can help you renew your license / ID Card on line while at the center	4,972	14.63%

It is evident that desktop, laptop or tablet computers are much preferred compared to SMART phones for completing the online driver license application. Over 13,000 survey takers (29.5%) indicated that they had tried to renew online but the program indicated they were not eligible to renew online. As has been discussed during the DLD / CTR Workshop in February, the current DLD website is a legacy system that will not allow connecting to DLS to determine the reason(s) why a customer is not eligible to renew online. If the customer could be provided with these reasons, this would help the customer prepare for a trip to the DLO for an in-person appointment. Over 8,700 survey takers indicated they encountered no problems renewing online.

In next section of this report, survey results will be discussed regarding a 2nd survey during the 2019 – 2020 DLD study which obtained information about customer's responses regarding Incentives for Online Renewals.

3.6. 2020 Texas DLD Study – Incentives for Online Renewal

The UT/CTR Study Team developed a supplemental survey to obtain customer's reasons why they selected the driver license processing method chosen (in-person visit, online, mail, or telephone). This information was then used to evaluate why qualified customers do not use the online option to renew their driver license / ID card rather than visiting a DLO in person. (Machemehl & Baumanis TM 8 2020)

An emailed survey in English and Spanish was sent to approximately 2 million customers who had renewed their license or ID card within the preceding 9 months. The Qualtrics® survey software was used to prepare the survey which received an Institutional Review Board (IRB) exemption since the survey did not involve medical testing or request personal or identifying information from survey takers. The survey was distributed by Qualtrics® using their surveys since the University of Texas IT Department did not want to support such large email distributions through the UT email server system. The UT IT department worked with the CTR Study Team to coordinate an agreement with Qualtrics® though as stated in the previous Section, this service is no longer performed by Qualtrics®. Over 29,600 surveys were obtained after removing surveys that were incomplete or otherwise did not meet the database cleaning methods used by the Study Team.

The following summary provides a discussion, figures and other information which was learned through this survey. Table 4 shows the number and percentage of surveys received for each processing method.

Table 10 Number and percentage of survey takers who renewed using the indicated method during their previous transaction

Method	Percentage	Count
In person	74.97%	22,200
Online	22.84%	6765
Phone	0.26%	78
Mail	1.92%	570
Total		29,613

Table 4 shows the heavy demand placed on DLO operations and staff considering that almost 75% of survey takers performed their last transaction in-person. Though almost 23% performed their transaction online, DLD management indicated at that time that nearly 52% of customers were eligible to renew online. Thus, less than half of the number of customers who could renew on line did so based on these survey findings.

Figure 38 provides a summary of the percentage of survey takers by age who renewed remotely using one of the three methods listed.

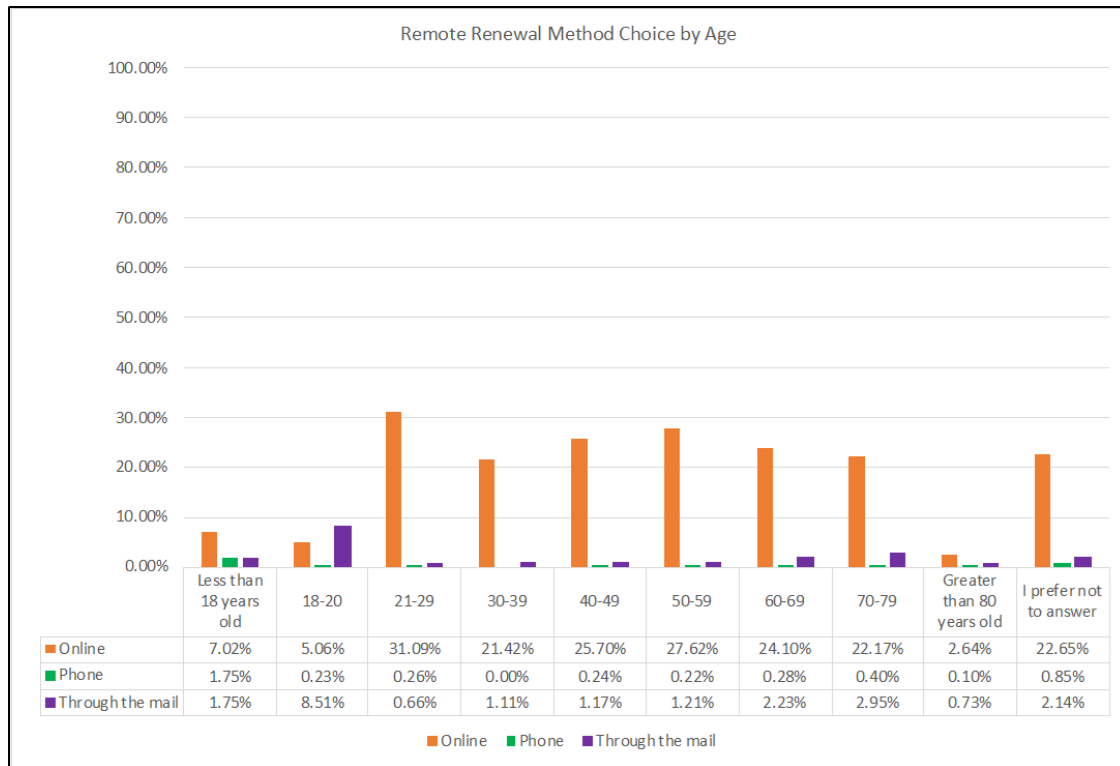


Figure 38 Method of Remote Renewal by Age

Based on information provided in the survey over 62% of survey takers indicated they were not eligible to renew online since they had not renewed in person last time. A larger percentage of 30 – 39 year old customers in this category. A significantly higher percentage of customers in the 70 – 79 year old category indicated that they renewed in person in order to receive a REAL ID driver license or ID Card. Table 5 is a screen capture of the guidance given on the DPS-DLD website regarding qualifications for renewal.

Regarding the first qualification that the customer had renewed in person the last time – the State Legislature increased the renewal period from 6 to 8 years during the 2019 legislative session to help reduce the number of individuals requiring driver license renewals. This requirement is consistent with certain other states with populations comparable to Texas. However, the increase in the renewal period did not apply to ID cards.

Table 11 DPS /DLD Website renewal requirements during the 2019 - 2020 Study

Texas driver license

1. You renewed your driver license in person at a driver license office last time.
2. You have a Class C, M, or CM driver license. You cannot renew a Class A, Class B or commercial driver license online.
3. Your driver license either expires in less than two years, or has been expired for less than two years.
4. You are at least 18 years of age and your driver license is not a provisional or learner license.
5. You are younger than 79 years of age.
6. Your vision and your physical and mental conditions have not changed in a way that affects your ability to drive safely since your last renewal.
7. Your license is valid (not suspended or revoked), and you do not have any warrants or unpaid tickets. To verify your eligibility, visit our [License Eligibility](#) page.
8. Your Social Security Number is already on file.
9. You are a U.S. citizen.
10. You have in your possession your most recently issued driver license, the audit number from the card, or answer security questions to verify your identity.

Texas Identification Card

1. You renewed your ID card in person at a driver license office last time.
2. Your ID card either expires in less than two years, or has been expired for less than two years.
3. You are 18 years of age or older.
4. Your Social Security Number is already on file.
5. You are a U.S. citizen.
6. You have in your possession your most recently issued driver license, the audit number from the card, or answer security questions to verify your identity.

If you meet the requirements for the card you are trying to renew, you must have the following to complete the renewal process:

1. Your current driver license or identification card (the one you are renewing)
2. A printer or email address to print or email your temporary driver license and payment receipt, if you renew online. No temporary driver license or receipt will be issued when renewing by phone
3. A valid credit card (MasterCard, Visa, Discover or American Express)
4. The last four digits of your Social Security Number

Figure 39 summarizes comments from customers who were not able to use the online system to renew their license.

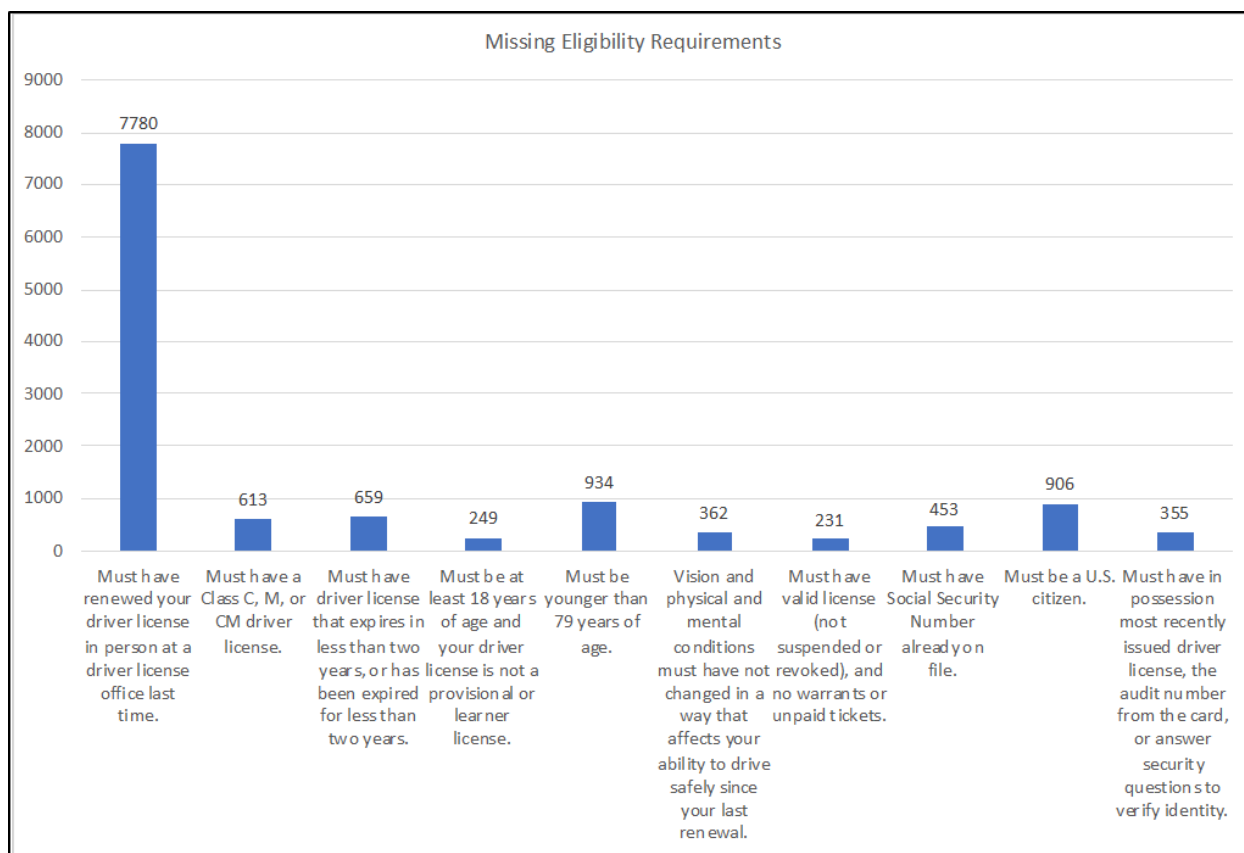


Figure 39 Reasons survey takers selected for being ineligible to renew online during their last transaction

The major reasons given for not renewing online is that the customer had not renewed their driver license in person at a DLO the last time. Table 6 provides regulations used in other states that allow more frequent, consecutive renewal of driver licenses if the regulation is met.

Table 12 Regulations of Interest for Online Driver License Renewal by other States

State	Regulations of Interest for Online Driver License Renewal
California	Customers can renew online multiple times, consecutively, given there is no address or name change
Colorado	Can renew online with proof of eye doctor visit
New York	Can renew online with proof of eye exam from approved doctor
Illinois	Can renew online if they qualify as a 'Safe Driver' (clean driving record for four consecutive years.)

For survey takers that did renew online, Figure 40 lists the percentage of survey takers who indicated their perceptions of online renewal.

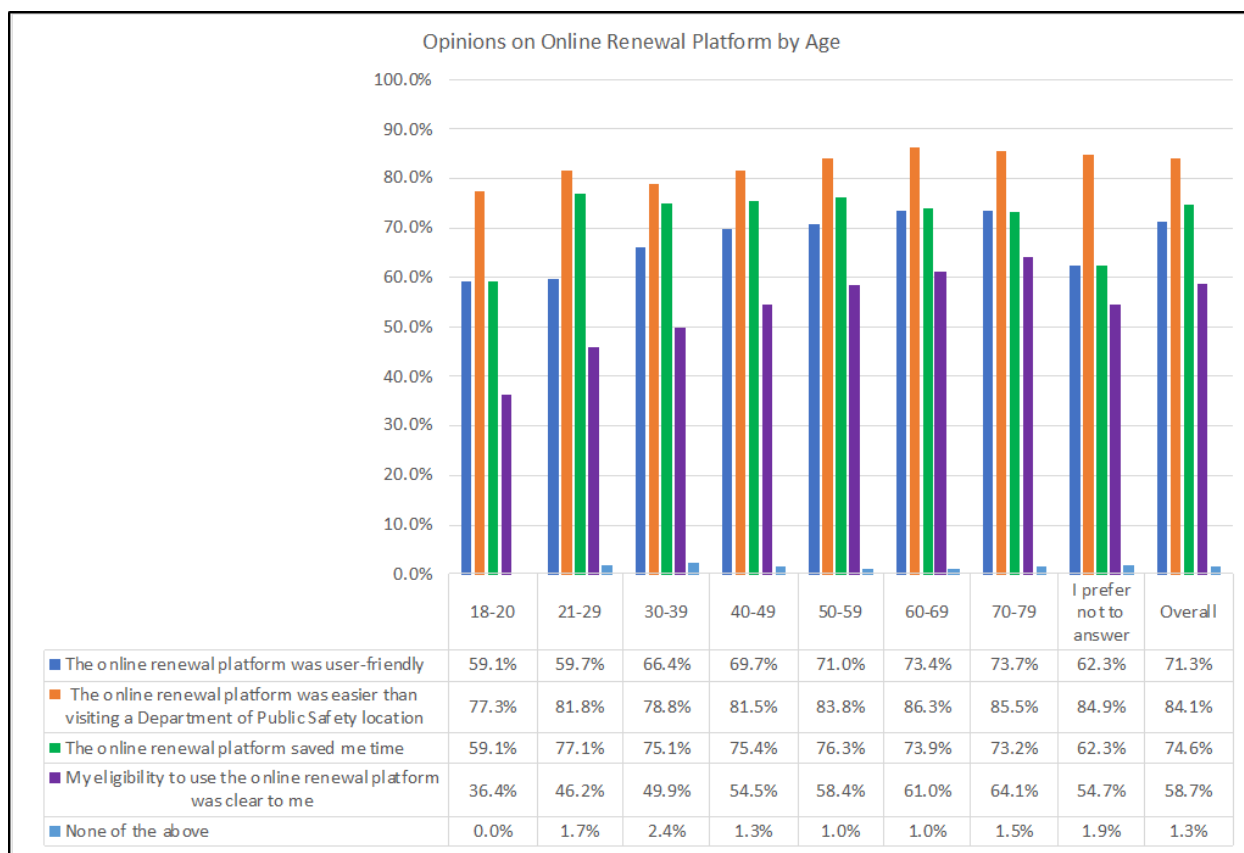


Figure 40 Opinions about using online renewal by customer age

It is a bit surprising that, depending on age group, as little as 59% and as great as 76% of respondents believed that renewing online saved them time. The main reason online renewal is attractive is that it eliminates a trip to a DLO, waiting for service, the actual service time and the trip back home or work. Thus, it would have been expected that a larger percentage of individuals who actually used online renewal realized the time savings involved.

In summary, the following take-aways were learned from the survey:

The customer experience and opinion survey found the following:

- Eligibility to use each of the three remote renewal options was lower than expected. For each of the online, mail-in, and phone renewals sub-groups, approximately 41.3%, 48.8%, and 58.7% of survey takers were unclear with the requirements.
- With respect to the **online renewal method**, the 21-29 and the 50-59 year old age group are more likely to select this option compared to all other age groups. Agreement with the statement that the platform is user-friendly and that it is easier than visiting a DPS office

generally increase with age. That is, those 60 and older were significantly more likely to agree.

- While **mail renewal method only** makes up less than 2 percent of remote renewals, this is a critical method for Texans that are active-duty military and living overseas. Less than 30% of respondents under 40 years old agreed that the mail-in renewal process was user-friendly and saved time.
- The **phone renewal method** only makes up less than 0.3% of remote renewals, but some customers prefer this method. About 55% of those that renewed by phone agreed with the statement that the process is user-friendly.

Less than 2% of respondents indicated the online platform was not working or that the renewal phone number was not answered.

The following recommendations are offered regarding remote renewal:

- **Improve the DLD website to maximize clarity and ease of use.** Re-design and simplify the front page of the Driver license Division website. Include larger fonts, less words, and to clearly highlight the more frequently asked questions.
- **Provide clear statements of requirements so that users can determine their eligibility online.** Improve guidance and information to help website users understand the eligibility requirements.
- **Aim to reduce mistaken use of third-party website pop-ups to renew driver licenses.** There are many third-party websites that pop-up when searching for ‘Texas Driver License Renewal’ and cause confusion or may even spread wrong information. Consider steps that would result in the DLD website appearing at the top of a search list for selected key word searches related to Texas driver licenses or ID cards.
- **Improve clarity of the mail renewal method and improve processing speed.** The mail renewal is necessary for Texans that are active-duty military or living overseas. If they do not qualify for online renewal, then by-mail is their only option. Respondents that did not agree that the mail-in process saved time cited the lack of clarity on the DPS website regarding new picture requirements and notarizing documents as problems.
- **Assure customers that the system is encrypted, highly secure.** Some people do not believe conducting business online is as safe as conducting business in person. Spreading the message that doing a renewal transaction online (through DLD’s .gov website) is just as secure as doing a renewal transaction in-person is essential.
- **Allow for multiple online renewals:** 62% of respondents who noted that they were ineligible for remote renewal cited that the requirement to renew in-person every other time

was the reason for going in-person. Many states have changed regulations to allow multiple remote renewals with certain restrictions, for example, the customer must have a REAL ID or the customer's Social Security number must be on file already.

Chapter 4 will focus on methods to improve driver license processing based on the literature and actions taken in various US state driver license offices. The review of these methods high light the assertiveness of certain states in adopting leading edge technologies. It should be noted that adopting new technologies and changing driver license operations statewide can be expensive, especially in geographically large, high population states, such as Texas, California, and New York. These considerations will be addressed further when information is available.

Chapter 4. Driver License Processing Improvement Methods

4.1. Methods to Improve Driver License Processing Methods

States have implemented various methods to improve the driver's license obtainment process, focusing on reducing wait times and streamlining procedures. The methods that have been implemented vary significantly from state to state depending on laws passed by each state legislature, the public's trust and willingness to adopt new technologies, state driver population size, budget constraints, and other factors.

Increased wait times have been experienced in many states as a result of one or more issues.

Increased documentation requirements associated with the Department of Homeland Security's (DHS) REAL ID Program is one such issue. The REAL ID program has required hundreds of thousands of Texans to visit a Texas DLO to provide documentation and obtain a REAL ID. As part of the REAL ID program, DHS has set deadlines by which time a person's driver license or ID card must comply with REAL ID requirements as evidenced by a star in a gold circle on the license as seen in Figure 41.

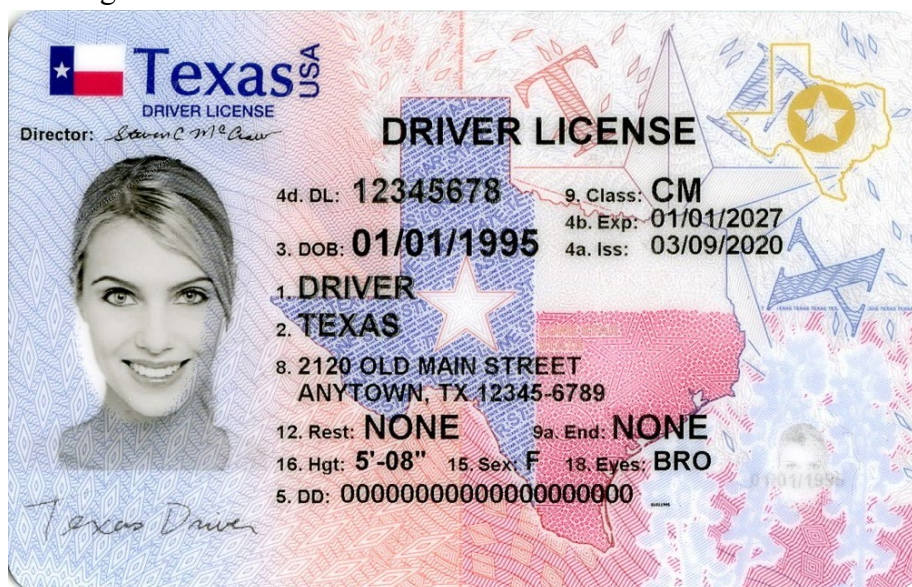


Figure 41 REAL ID Driver License (TxDPS 2024)

The DHS deadlines for obtaining a REAL ID have been extended twice due to the high demand and the COVID-19 Pandemic which closed driver license offices in many states. The current DHS deadline to possess a REAL ID driver license is May 7, 2025. Unless a person has a REAL ID, their driver license cannot be used as a valid means of identification to board a domestic flight or enter certain federal buildings.

Another cause of the increased wait times are significant increases in Texas's and certain other states' populations due to new residents. The Dallas-Fort Worth metroplex population increase was in the top four metro areas in the U.S. with over 152,500 new residents added between 2022 and 2023. It is extremely difficult to grow driver license and ID card processing services at the same rate as the new Texas driver growth rate.

In addition, driver license offices in many states closed due to the COVID-19 pandemic. It is estimated that during these closures about 700,000 Texas Driver's driver licenses expired. Priority rules were set in place when offices reopened to allow these individuals to renew their licenses first.

Finally, worker shortages have occurred across many sectors of the economy including state DLOs. Though the Texas State Legislature passed a significant pay increase for DLO personnel in 2020, the inflation rate and increases in bank loan rates have resulted in higher cost of living in many sectors of the economy.

4.1.1. Potential Online Renewals, Pre-Registration and Document Submission

Allowing individuals to renew online, complete paperwork and submit documents online prior to their visit can significantly reduce the time spent at the DMV office (Wavetec, 2023).

4.1.2. Investment in Technology

Reducing DMV wait times requires investment in modern technology since enhanced data processing and management systems can expedite transaction times (Wavetec, 2023). Nevada initiated a pilot project, called a queue-less system, allowing customers to wait outside the office for DMV services, reducing congestion inside the DMV offices (Erin Breen, 2022).

4.1.3. Investment in Staffing

States have demonstrated that reducing DMV wait times requires investment in adequate staffing. Tennessee, for example, has an average wait time of 44 minutes due to outdated technology and understaffing. Training DMV staff in effective communication and customer support can enhance the overall citizen experience (Kirsten Rincon, 2018; Wavetec, 2023).

4.1.4. Kiosks

Kentucky has seen improvements by offering kiosks for routine DMV services and privatizing certain DMV functions, respectively. These kiosks enable citizens to handle routine tasks like license renewals or address changes quickly and without staff assistance. Such initiatives streamline processes and reduce dependency on in-person visits (Kirsten Rincon, 2018; Wavetec, 2023).

4.1.5. Privatization

The private sector can bring fresh perspectives, technology, and streamlined processes that can significantly enhance the services offered by the DMV. Washington has dramatically improved their wait times by privatizing DMV testing services (Kirsten Rincon, 2018; Wavetec, 2023).

4.1.6. Feedback Mechanisms

Establishing channels for citizens to share their experiences can help DMVs identify areas for improvement (Wavetec, 2023).

4.1.7. Mobile Driver's Licenses (mDLs)

States like Utah, Iowa, and Florida are expected to implement mDLs soon, with secure apps storing credentials protected by passwords or biometrics. Colorado and Louisiana developed digital ID apps, though these do not follow REAL ID standards. Colorado has expanded acceptance of its mDL to additional law enforcement agencies and over 425 businesses (Barrett, 2023; Burt, 2021; Erin Breen, 2022).

4.2. Measures Taken by Other States

Several states in the U.S. have been implementing various measures to improve the process of obtaining a driver's license, focusing on reducing wait times and streamlining services. Here are some specific examples from different states:

4.2.1. Alabama

The state launched the Law Enforcement Agency Driver License System (LEADS) initiative, focusing on high-quality customer service. The initiative involves upgrading hardware and software in license offices, consolidating applications, migrating data, and obscuring personally identifiable information. New services include the ability to 'pre-apply' for a driver's license online, update addresses, pay for license reinstatement, upload U.S. Department of Transportation medical cards, and view hazmat background checks. The initiative aims to provide a seamless transition to these enhanced services, reducing overall wait times (Doak, 2022).

4.2.2. California

California's DMV has taken multiple steps to combat rising wait times, including redirecting employees from various state agencies to assist at DMV offices. The state has also piloted a text notification option, self-check-in kiosks, expanded DMV Now Self-Service Terminals, and extended office hours. These efforts are aimed at improving customer service and reducing the time spent in lines at DMV offices (California DMV, 2018). The DMV in California is continuously developing its strategic approach to data governance, improving privacy and security practices as new technologies are adopted (California DMV, 2023).

4.2.3. Colorado

Colorado has implemented various online services to enhance the DMV experience. These include self-service terminals/kiosks, appointment scheduling, knowledge testing, and information about obtaining digital IDs, as well as a mobile app informing customers of DMV wait times. These technological advancements aim to reduce the need for in-person visits and streamline the process for those who do visit DMV offices. They also offer services like “DMV Anywhere” and the “MyColorado App” to facilitate various DMV-related activities. The state has also implemented the “DMV2GO Mobile Service” for added convenience (Colorado DMV, 2024; Medina, 2013)

4.2.4. Georgia

A case study of Georgia’s driver license processing enhancements will be presented in a later chapter of this report.

4.2.5. Idaho

Idaho’s DMV modernization included overhauling systems for driver’s licenses, vehicle registration, and motor carrier permits. The initiative focused on moving away from a nearly 40-year-old mainframe, aiming for a more integrated and customer-friendly system. The new system has led to fully automated online transactions, faster turnaround times, and greater security of credentials (Hayes, 2020).

4.2.6. Minnesota

The Minnesota Department of Public Safety offers information on various types of driver’s licenses, including standard, REAL ID, and enhanced licenses. They provide details on the Class D License, the most common type of driver’s license, and offer online services for renewals, address changes, and checking the status of licenses. Minnesota also has a Graduated Driver’s Licensing System for new drivers (Minnesota Department of Public Safety, 2024).

4.2.7. Mississippi

Mississippi DPS introduced the “Skip the Line” program, allowing residents to book appointments ahead of time, complete tasks online, and skip lines upon arrival. This initiative has significantly reduced wait times; the state average dropped to just 18 minutes. Since its launch, over 330,000 appointments have been booked using this tool, and more than 94,000 addresses have been updated online, which has reduced the need for physical office visits (WLOX Staff, 2021).

4.2.8. Nebraska

Nebraska’s DMV underwent a comprehensive modernization effort, including the use of commercial off-the-shelf solutions designed for DMV processes and a significant upgrade of their IT infrastructure. This effort involved consolidating numerous databases and introducing new online services, leading to a more efficient system and improved customer service. The state

successfully converted over 7 million records in anticipation of this modernized system (Hayes, 2020)

4.2.9. New York

New York has rolled out a large-scale modernization plan including fast-tracking the adoption of e-signature tools, implementing chatbots and voice automation technologies, and creating a unified state ID (NY.gov ID+). This plan is part of a broader initiative to improve access to vital state services (Descant, 2023).

4.2.10. North Carolina

The North Carolina Division of Motor Vehicles has hired 57 new driver license examiners, following 95 in 2022, and plans to hire 49 more, to reduce wait times at DMV offices. In order to attract and retain staff, the division has increased the starting salary for examiners and implemented hiring and retention bonuses (NCDOT, 2023b). Appointments are now limited to morning hours, allowing for more walk-in availability in the afternoons. This change was made in response to a high rate of no-shows for appointments. Additional DMV offices have started opening an hour earlier, at 7 a.m., to increase service availability. Select offices offer services on Saturdays from June to August. A new online feature is being introduced to display current estimated wait times at driver license offices. Efforts are being made to allow more types of renewals online, including State ID cards and Level 3 Full Provisional Licenses, even up to one year after expiration. Finally, a pilot program is being launched to deploy self-service kiosks in easily accessible locations for driver license and vehicle registration renewals (NCDOT, 2023a).

4.2.11. Oklahoma

Oklahoma provides online appointment scheduling, renewal of driver licenses, and reinstatement information for suspended licenses. Additionally, they offer services such as obtaining physical disability parking placards and driver license and ID services through their “Service Oklahoma” initiative (Service Oklahoma, 2022).

4.2.12. Oregon

Oregon’s Driver and Motor Vehicle Services underwent a massive technological overhaul, retiring nearly 100 old legacy systems. The new system, OLIVR (Oregon License Issuance and Vehicle Registration), offers various online services accessible on any connected device. Features include electronic signatures, reduced paperwork, online license renewal, profile access, emergency contact updates, and online payments. They also plan to add self-service kiosks and online exams (Descant, 2023).

4.2.13. South Dakota

The South Dakota Department of Public Safety allows online and mail-in renewals for driver licenses. They also provide appointment scheduling and information on the required documents for various types of licenses, including commercial and motorcycle licenses (South Dakota DPS, 2024).

4.2.14. Utah

A case study of Utah's driver license processing enhancements will be presented in a later chapter of this report.

4.2.15. Texas

The Texas Department of Motor Vehicles is planning a transformation project to upgrade the state's Registration and Titling System (RTS). This project aims to improve customer service and introduce robust data management and security features in a cost-efficient, maintainable, and expandable platform. The state is currently in the early stages of this project (Descant, 2023).

These examples highlight the efforts by various states to modernize and improve the driver's license obtainment process, focusing on technological upgrades, enhanced online services, and increased staffing to better serve the public. As stated, implementing leading edge driver license technologies such as Mobile Driver Licenses, preparing and uploading documents to the Driver License Office from home or another location, implementation of kiosks to perform some driver license functions at public locations such as grocery stores, and adjusting the cost of renewing a driver license online may require new legislation. In addition, adjustments to state agency budgets and retraining of Driver License Office staff may be required to support these new technologies.

The Driver License Division has employed methods to examine existing processes to seek methods to improve efficiency and effectiveness within existing budgets. The Business Intelligence Team (BIT) reports have provided ideas that have been implemented statewide, within DLO Regions or individuals Offices. DLD has also sought new perspectives in DLO operations through the Deloitte and Toyota Kaizen Studies. These three methods for improving services will be discussed in the following chapters.

Chapter 5. Business Intelligence Team (BIT) Reports

The Business Intelligence Team (BI Team) has conducted a thorough analysis of selected driver license offices. After a visit to one of the 233 DLOs, the BI Team prepared a report outlining observations, opportunities to improve operations including efficiency and effectiveness, and changes that can eliminate deficiencies. This analysis includes data summaries, observations, and suggestions for improvements from 42 BIT Reports. The analysis covers various aspects such as office size, staff details, appointment availability, wait times, service times, and recommendations

to optimize office operations. This section aims to consolidate all the reports and gain insights from a comprehensive perspective.

5.1. Overview

The BIT report is structured into several key sections, each addressing different aspects of the DLO operations:

- **Executive Summary:** An introduction to the purpose and scope of the BI Team’s analysis across different DLOs. The reports aim to identify operational efficiencies, customer service improvements, and technological advancements.
- **Operational Overview:** Detailed assessments of daily appointments, transaction volumes, staffing levels, and workstation utilization. Each office’s operational capacity and challenges are examined to understand service delivery impacts.
- **Staffing and Resource Management:** Analysis of staffing levels, including vacancies and recommendations for optimal resource allocation. Strategies for staff recognition and morale improvement are also proposed.
- **Customer Experience:** Suggestions to improve customer service through better communication strategies, reduced wait times, and streamlined processes for a more satisfactory service delivery.
- **Issues and Challenges:** Identification of common issues across the offices, such as high no-show rates, appointment scheduling inefficiencies, and staffing shortages. Challenges specific to each location are also highlighted to tailor improvement strategies.
- **Recommendations and Strategies:** A set of tailored recommendations for each office to address identified issues. Strategies include optimizing appointment scheduling, enhancing customer communication, improving staff allocation, and technological upgrades.
- **Conclusion:** A summary of key findings and the importance of the recommended actions for improving efficiency, customer satisfaction, and operational effectiveness at the DLOs.

5.2. BIT Report Recommendation Implementation

The following list provides a number of case study examples of BI Team recommendations that were implemented. It is important to note that some changes are not immediate – sometimes it takes several months or over a year to see the results of a change in operations or staffing.

During the BI Team visit to Leon Valley Mega-Center, which operated on a 4-day work week, DLD learned this schedule results in less than optimum staffing compared to FTE allocations and

a 5-day work week. DLD made changes to leadership which has resulted in a significant improvement. (Appendix A-1, Workshop I response)

Based on the visit to the Georgetown DLO, DLD improved morning customer flow by adding more staff and leadership which reduced morning lines. Unnecessary signs were removed and color code forms were implemented. Ad Hoc messaging was reintroduced which reminds customers of their appointments. Daily appointments have increased due to these changes.

The Hurst DLO visit identified several changes including increasing the number of employees processing transactions by reducing the number of employees performing document screening. A change was made in the way short- and long-transactions were bundled along with a First In First Out processing method. It will take time to understand how this change has affected appointment availability. In addition, the Hurst DLO has been closed for renovations and building updates. There is a safety concern about the local neighborhood, and DLD employees are advised not to step outside the building before opening to give information to waiting customers.

At the Lewisville DLO, the BI Team recommended announcing to customers waiting outside the DLO that same-day appointments are published each day. Morning triage is efficient and includes several employees who move customers with appointments to kiosks and provide them with the proper form to fill out. Customers without an appointment are informed that they can check online for appointment availability. Note: at the Midland Mega Center, one of the rolling messages on the LCD screens was a reminder to customers that if they had not checked in at a kiosk and gotten a ticket number, the DLD staff ‘don’t know you’re here.’

During Workshop I, CTR study team members and DLD employees discussed the advantages of having an online form completion application. This would allow customers to go online, select the correct form, and fill it out prior to sending it to the DLO they planned to visit. This would reduce paper use and eliminate the need for retyping information by the LPS processing the transaction. In addition, the application could include spell-check and other methods to alert the customer of potentially incorrect entries.

The forms could be created in multiple languages which could then been translated to English by the DLD employee using an app on their computer or within the form itself. Since the online transactions are actually managed by DIR, this raises the question whether online form preparation would also come under DIR authority.

At the Pat Booker DLO, the BI Team evaluated changing appointment availability which changes the percentage of appointments available 180 days and 30 days out. In addition, from 50 to 100 fast track and general appointments were made available. Other operational processes include each employee vetting documents and walking the lobby to answer questions. If there is a large number of waiting customers, short transactions are pulled for processing to reduce transaction times. The supervisor and lead worker will help perform transactions when the number of waiting customers exceeds 50. The number of employees vary with the maximum number being at work mid-day.

Rockwall DLO will add an information desk and another Biometric Capture System (BCS) processing station. Appointment layering has also been adjusted.

The Sherman DLO now publishes fewer appointments 180 days out. The DLO has initiated using Ad Hoc messaging to alert customers of upcoming appointments and have added a 2nd kiosk.

The Taylor DLO added more workspace for employees, an information desk, and a temporary FTE. The DLO resumed sending weekly Ad hoc messages to customers and began using layered appointments.

Austin North DLO is experiencing a high vacancy rate which impacts the number of appointments that can be published and transactions that can be performed. The number of vacancies approaches 50% of the FTE Cap some months. This does not include employees who call in sick, are on vacation, or are conducting road tests. In addition, Austin North has assigned one LPS to operate the Austin Capitol DLO. Austin North can reduce the impacts of high vacancies by contacting mega-centers in the area and requesting temporary assistance which could help at BCS stations while new hires are trained and vacancies filled. APPLUS does not automatically send messages by email or text to customers to remind them of appointments. Ad hoc messages are a means of reminding customers of appointments which they might have made weeks or months ago. Ad hoc messaging is considered to be one solution to help reduce the no show rate.

It is noted that at the Midland Mega-Center, new employees at BCS stations were assigned short transactions during the training period. This means that these employees select or are assigned short transactions from the queue of ticket numbers resulting in numbers sometimes being called out of order. This is further adjusted if an elderly customer or customer with a health condition arrives, so that they will receive immediate attention and do not have to wait sitting in a chair. Thus, those customers who sometimes complain that ticket numbers being called out of sequence is a sign of poor management can be informed of this procedure through LCD screen messages. A message of this type was seen at the Fort Worth mega-center which can help reduce frustration for waiting customers.

Another way to increase the number of LPSs operating BCS processing stations is by reducing the number of Class C Road Tests and reassigning road test employees to the BCS stations to process transactions. It is noted that the expectation is that the reallocated employee can process an additional three transactions per hour or 24 transactions per day; however, it is assumed that this would apply only to short transactions.

Austin South DLO completed approximately 16 transactions per day per workstation in 2022. Transaction times for short and long appointments were approximately the same. In 2023, an 8% increase in transactions per work station was achieved. The current long to short transaction ratio is 1:1. The BI Team suggested that the appointment time for long transactions should decrease from the current 45 days if the ratio of short to long transactions is adjusted to a 3:2 ratio. This approach is to be coupled with a First In First Out (FIFO) processing approach for 30 day and

same day appointments, and separate long and short appointments for longer appointment periods of 90 days and 180 days. It was noted that the tables used for filling out forms are separated into two locations, and it was recommended that this arrangement be revised so all tables are together and to move the kiosks so they can be easily seen from these tables. Employee recognition is considered to be a key to motivating employee performance; however, often the same employees are recognized. Thus, it is suggested that additional, no-monetary merit categories are created to allow more employees to be recognized for excellent performance.

5.3. Key Observations

The following summary provides key observations that have either been implemented statewide, at the Regional or Office level, or are still under consideration.

The APPLUS appointment system does not automatically send out messages reminding customers of appointments. Ad Hoc messaging sent manually by email or text message helps remind customers of impending appointments and reduces the ‘no-show’ rate.

DLO managers are learning or have learned how to use appointment templates to determine the percentage of appointments to issue on future dates. This varies by office, though some insights can be used by multiple offices.

Some mega-centers and DLOs experience high vacancy rates due to job competition in metro areas and other factors. The BI Team advised that finding ways to motivate employees using recognition, reserved parking spots, and other rewards can be helpful. One time merit increases are also awarded for high performing employees; though merit increases that affect long term salary and retirement are not awarded.

The morning triage in which DLO employees identify and separate customers with or without an appointment and guide each with instructions and guidance is very important to facilitate early morning operations.

An information/document check desk is very instrumental in responding to customer needs, facilitating processing, and maximizing customer service.

DLO managers and leads walk through the waiting and processing areas to answer questions and maintain vigilance on how customer processing is proceeding. A manager can increase the number of short transactions being processed if the waiting room is filling due to longer wait times from long-transactions.

Employees who are still in training are typically given short transactions to process until they’ve gained sufficient mentoring and experience to add long transactions and more complicated transactions. Since these newer employees mainly receive short transactions that are selected from the queue of all transactions, the ticket numbers might be called out of sequence. This can also happen when elderly or mobility impaired customers are escorted to a transaction station so they do not have to wait for service. The result can cause confusion among other customers who have stated that when ticket numbers are called out of sequence it is confusing and not understood. One

DLO had a message on the LCD screens that stated that out of sequence tickets might occur for these reasons which is informative and reassuring to customers.

DLO managers may stagger the number of employees at transaction stations throughout the day to mirror the number of customers in the waiting areas. This is beneficial to help minimize wait times and is effective use of employees. Employees who are not processing transactions can conduct driving tests, perform back office functions, or make announcements to waiting customers to help maintain good organization.

The next Chapter will discuss a team effort by DLD to work with the Toyota Production System through the Kaizen Process to evaluate operations at the Carrollton DLO.

Chapter 6. Toyota Production System – Kaizen Process – Case Study Carrollton DLO

This section reviews the Carrollton Driver License Office's application of the Toyota Production System (TPS) and subsequent improvement measures. (Toyota 2021)

6.1. Background

The Texas Department of Public Safety - Driver License Division operates 233 DLOs in Texas, with the Carrollton office being the first to adopt TPS principles. The primary business needs identified include reducing transaction cycle time, increasing capacity, reducing customers' wait time, and improving customer and License Permit Specialist (LPS) experience. The project's focus was on the pod area where LPS transactions occur.

6.2. Understanding TPS (Toyota Production System)

TPS is foundational to the project, embodying an organizational culture that fosters engagement, problem-solving, and innovation to drive performance. TPS is built on three pillars:

1. **Technical:** Using TPS tools correctly.
2. **Philosophy:** Focusing on the customer first, Kaizen, fostering a culture of improvement, and ensuring a shop floor focus.
3. **Managerial Role:** Motivating and developing people to identify and solve problems, and building a culture of continuous improvement.

This approach is not merely about applying tools, but cultivating an environment where problems are surfaced and solved collaboratively, ensuring a constant drive towards operational excellence.

6.3. Initial Condition

The initial conditions at the Carrollton Driver License Office, before the implementation of the TPS, were characterized by several inefficiencies within the customer journey process, as identified by a detailed analysis in January 2021. The flowcharts provided in Figures 31 and 32 depict the entire customer experience, from scheduling an appointment to the completion of service, highlighting multiple areas of congestion and delay.

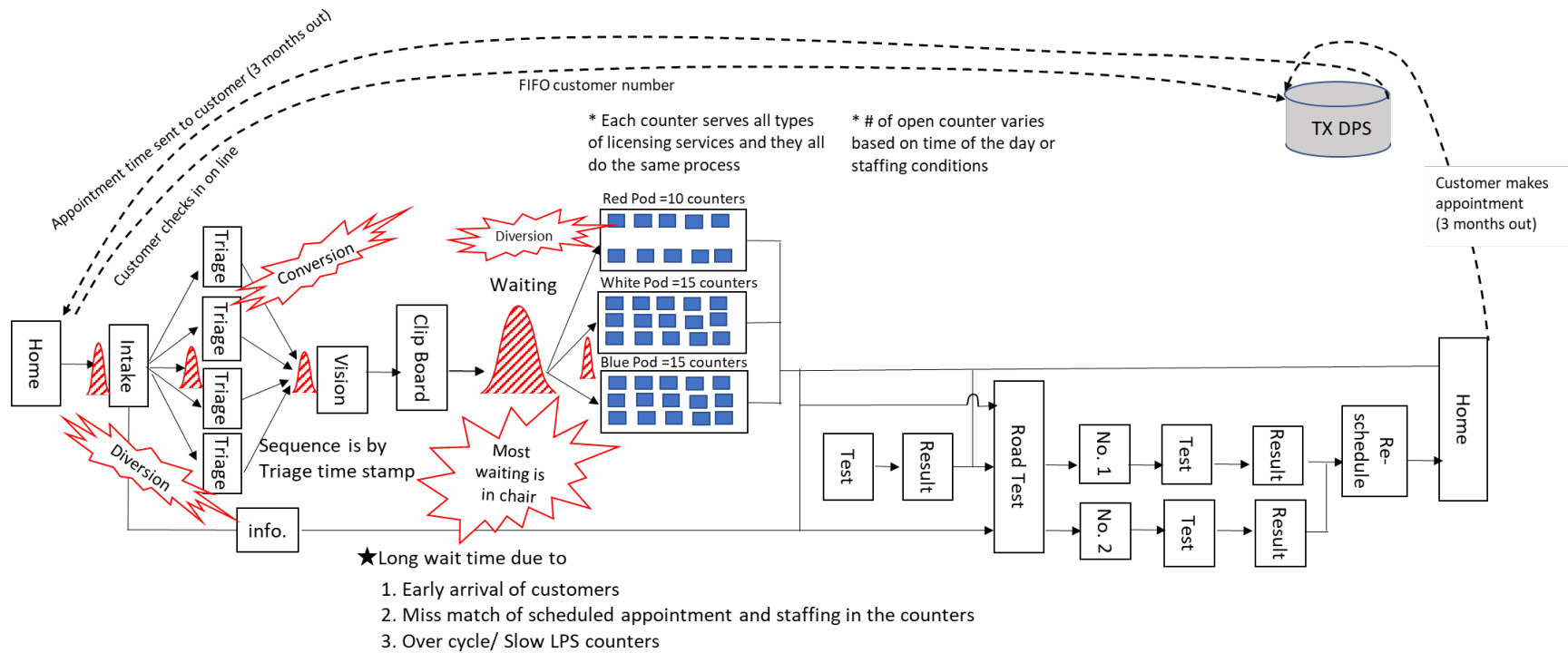


Figure 42 Initial Condition Flow Chart (Material and Information Flow) (Scott and Eleazarraraz 2021)

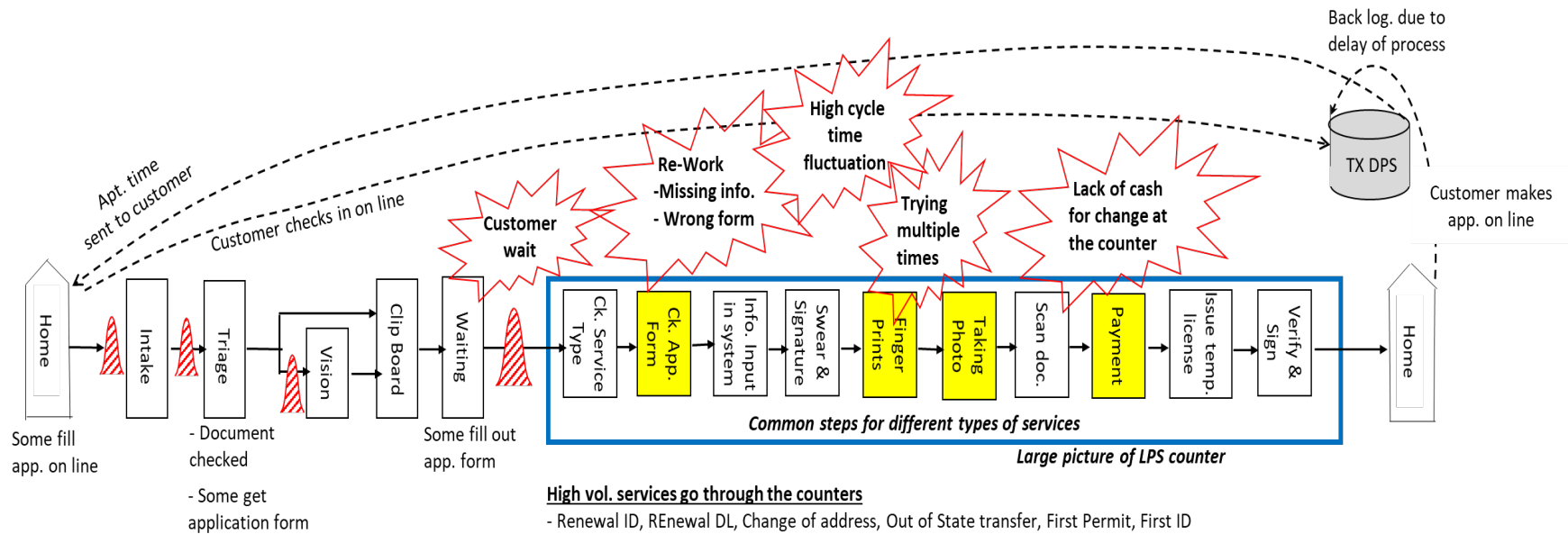


Figure 43 Initial Condition Flow Chart (LPS Counter) (Scott and Eleazarraraz 2020) (Scott and Eleazarraraz 2021)

From these figures, the following information can be summarized.

Customer Process Flow:

- **Appointment Scheduling:** Customers booked their appointments up to three months in advance, which hints at a backlog and high demand for services.
- **Triage Phase:** The beginning of the physical process involved several triage stages, each marked by a red flash indicating bottlenecks where customers were either diverted or experienced delays.
- **Vision Test and Waiting Area:** After triage, customers went for a vision test, followed by a waiting period that was identified as the lengthiest wait in the entire process, as emphasized by the statement “Most waiting is in chair.”
- **Road Test Loop:** The flowchart indicates a loop where customers might have to re-enter the waiting queue if they are required to retake the test, further exacerbating the lead times.
- **Final Stages:** Concluding services involved receiving test results and potentially rescheduling, with each step adding to the cumulative lead time and customer experience.

Process Inefficiencies Highlighted:

- **High Cycle Time Fluctuation:** One of the flowcharts specifically highlights high cycle time fluctuation at various stages, underscoring the variability in process time from customer to customer. This fluctuation is a critical area of focus as it can lead to unpredictability in customer wait times and staff workload.
- **Common Steps for Different Services:** The process flow indicates common steps for different types of services, which are potential areas for streamlining to improve efficiency across service categories.
- **Stagnation Points:** Red flashes throughout the flowchart denote areas of stagnation where processes can be optimized. The flashes suggest a need for significant improvement in these areas to reduce overall service time.

These process inefficiencies directly impacted the metrics outlined earlier, with lead times during the check-in to pod waiting period ranging from 61 minutes (shorter scenario) to 73 minutes (longer scenario). The average service times spanned 39 to 47 minutes, leading to an overall customer experience of 100 to 120 minutes within the office.

The detailed breakdown provided by the flowcharts offers a more detailed look at the customer experience and process flow, pinpointing specific areas that were ripe for improvement through TPS-based interventions. By targeting these areas, the Carrollton office aimed to streamline operations, enhance the customer journey, and significantly reduce the cycle time fluctuation and overall service times.

6.4. Target Condition

The target condition aims to address the process, and the flowchart outlining the desired future state shows a streamlined process where the cycle time fluctuations and bottlenecks are significantly reduced (see Figure 30 on next page).

Observations from this flowchart:

- **Reduction of Bottlenecks:** The flowchart for the target condition shows a significant reduction in the number of bottlenecks (previously indicated by red flashes), implying a smoother flow from the initial stages of triage and vision tests to the final stages of service delivery.
- **Common Steps Consolidation:** A clear focus has been placed on consolidating common steps for different services (highlighted in the flowchart), which suggests a more unified and efficient approach to handling various service requirements. By standardizing these steps, the office can potentially reduce the variability in cycle times and improve overall throughput.
- **Streamlined Waiting Periods:** The “Most waiting is in chair” stage is no longer prominently marked, indicating an intended reduction in waiting times within the office. This could be achieved through better scheduling, faster processing at earlier stages, and more efficient handling of common service steps.

The target condition as depicted in the flowchart shown in Figure 33 provides a clear vision for the Carrollton office’s future state, with TPS-driven improvements geared towards creating a more efficient, predictable, and customer-friendly operation. These enhancements would be expected to have a positive impact on the overall customer satisfaction and operational effectiveness of the DLO.

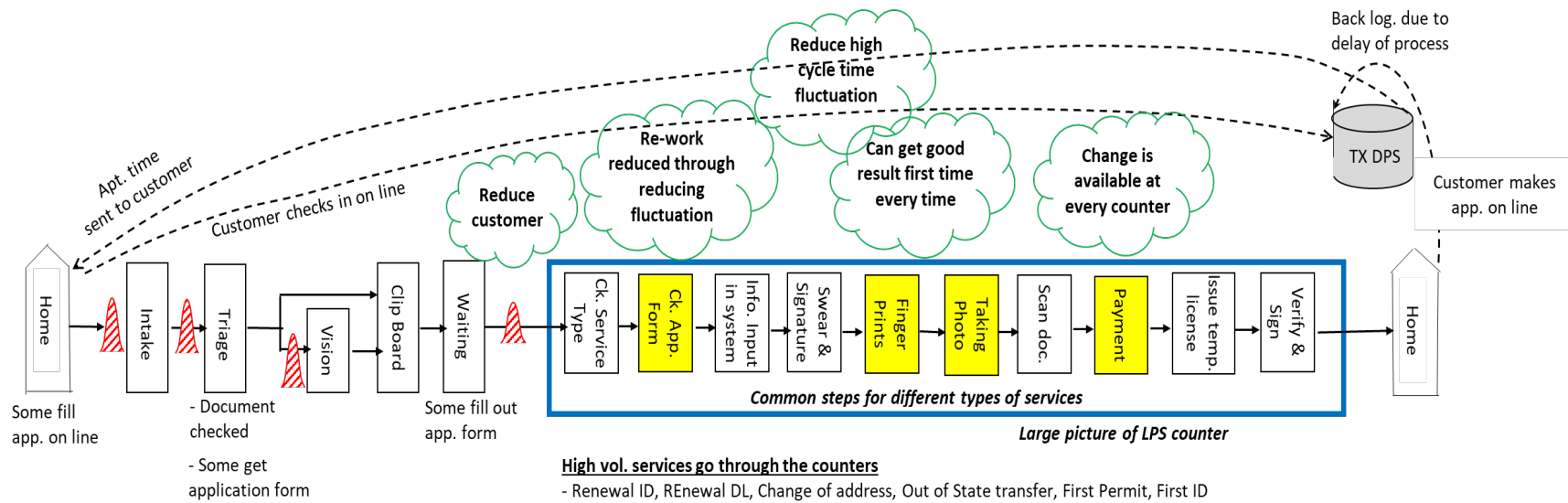


Figure 44 Target Condition Flow Chart (Scott and Eleazarraraz 2021)

6.5. Strategy & Schedule

The strategy section discusses the implementation of TPS principles, focusing on stabilizing and reducing cycle time fluctuations across LPS counters. The approach is methodical, prioritizing easy-to-control aspects first while deferring more complex challenges like customer arrival patterns. This incremental strategy underscores the project's pragmatic and data-driven methodology.

6.6. Kaizen Activities

6.6.1. Standardizing Application Forms

- **Objective:** Ensure application forms are completed before reaching the LPS desk.
- **Challenges:** High incidence of incomplete forms, causing delays and increased cycle times.
- **Interventions:** Regular announcements and visual aids to encourage customers to review their forms, and a pre-check system in the waiting area to ensure forms are completed.
- **Struggles:** Some customers still do not pay attention. Not enough resources to assign dedicated inspectors to check.

6.6.2. Photo-Taking Process Standardization

- **Objective:** Standardize the photo-taking process to reduce time spent adjusting camera positions and customer stance.
- **Challenges:** Variability in the photo-taking process led to increased cycle times.
- **Interventions:** Implementation of clear markings and instructions for customers on where to stand, reducing the need for adjustments.
- **Results:** Significant time savings and reduced cycle time fluctuations were achieved, contributing to an overall daily saving of approximately five hours.

6.6.3. Standardizing Method for Taking Thumb Prints

- **Objective:** Simplify the thumbprint taking process to reduce time and effort.
- **Challenges:** The existing process was cumbersome, often requiring multiple attempts.
- **Interventions:** Simplified instructions were provided to customers, along with a quick explanation by LPS staff.
- **Results:** While not all problems were eliminated, the process became smoother, contributing to reduced transaction times.

6.6.4. Money Bag for Change at Each LPS Desk

- **Objective:** Minimize the time LPS staff spend obtaining change for cash transactions.
- **Challenges:** LPS had to leave their station to get change, adding time to each transaction.
- **Interventions:** Introduction of a money bag at each counter to eliminate the need to leave the pod.
- **Results:** Approximately three minutes were saved per cash transaction, significantly reducing the cycle time for these transactions.

6.7. Results and Impact

The cumulative effect of these Kaizen activities is substantial when viewed through the lens of improved operational efficiency and customer satisfaction. The detailed process maps and data comparisons before and after the interventions provide a clear visualization of the progress made:

1. **Cycle Time Improvement:** Post-Kaizen, the presentation showcases a significant reduction in both service times and overall lead times. For example, the average lead time saw a reduction from 100-120 minutes to 63-73 minutes, illustrating the profound impact of the Kaizen activities.
2. **Process Efficiency:** The streamlined processes for handling application forms, taking photos, and managing cash transactions not only reduced cycle times, but also improved the overall customer experience by minimizing wait times and service inconsistencies.
3. **Challenges and Learnings:** Despite the successes, the reflection and learning points emphasize the ongoing challenges of sustaining improvements and the need for continuous engagement and resource investment. The feedback from the team suggests areas for further focus, including more robust standardization and increased resources to support the changes.
4. **Next Steps:** The presentation outlines clear next steps for further improvement, such as expanding the standardization efforts to other processes, checking more application forms before heading to LPS counter, and continuously analyzing customer flow to optimize staffing and reduce wait times.

6.8. Conclusion

The detailed examination of Kaizen activities and their results within the presentation underscores the commitment of the Carrollton Driver License Office to operational excellence. Through targeted interventions, significant improvements were achieved in reducing cycle times and enhancing the customer experience. However, the reflections also highlight the need for ongoing efforts to sustain and build upon these improvements.

Chapter 7. DPS Driver License Division Call Center Assessment

Deloitte collaborated with the Texas Department of Public Safety to assess the Driver License Division (DLD) Customer Service Center (CSC) and discover ways to decrease call volume. (Deloitte 2021) The report highlights several deficiencies in the current state of the Texas DLD CSC, which impact its effectiveness and efficiency. Below is a summary of the key deficiencies identified:

7.1. System Limitations

1. **Outdated System:**
 - The current CSC system is outdated and cannot handle the high volume of calls. With a capacity to handle only 200 concurrent calls, many customers face call blockages and busy signals, especially during peak times. This limitation severely restricts the CSC's ability to implement self-service functionalities effectively.
 - The system is nearing its end-of-life, with the current version (UCCE version 11.6(1)) no longer supported after September 2023, meaning no further updates or support will be available.
2. **Over-subscribed Licenses:**
 - The CSC uses both its 300 production licenses and 300 disaster recovery licenses simultaneously, which is not sustainable. This over-subscription results in many callers being disconnected before they even enter the queue, leading to customer frustration and repeated call attempts.
3. **Limited Licensing:**
 - Licensing restrictions only allow for inbound voice and email communication, excluding other channels such as live chat, SMS, and social media. This limits the CSC's ability to provide comprehensive customer support through multiple channels.

7.2. Self-Service Limitations

1. **Non-User-Friendly Website:**
 - The DPS website and online services are difficult to navigate, making it hard for users to find information and use online services effectively. This increases the dependency on CSC agents for assistance, resulting in higher call volumes.
 - The website lacks key self-service capabilities such as submitting payments and forms online and tracking the status of replacement or renewal licenses. Customers often end up calling the CSC for issues they could potentially resolve online.
2. **IVR System Issues:**
 - The Interactive Voice Response (IVR) system is not integrated with the Driver License System (DLS), which limits its ability to provide accurate and relevant self-service options. This leads to customers receiving misleading or irrelevant information, causing further frustration and increased call volume.

7.3. Agent Productivity Issues

1. **Unintegrated Applications:**

- CSC agents have to use numerous unintegrated applications, which increases the time required to handle each call. This inefficiency not only affects customer satisfaction but also reduces the overall productivity of the CSC.

2. **Manual Workforce Management:**

- The lack of a dedicated Workforce Management (WFM) system means that forecasting, scheduling, and intraday management are manually handled using spreadsheets. This manual process is inefficient and hinders the CSC's ability to optimize agent productivity.

7.4. Quality Management Challenges

1. **Suspended Quality Call Monitoring:**

- Due to high call volumes, the Quality Call Monitoring (QCM) program has been suspended, leading to potential declines in call quality and agent performance. There is no designated Quality Management (QM) process in place to address larger gaps in policy and procedure.

2. **Inconsistent Coaching and Mentoring:**

- There is no consistent process for coaching and mentoring agents, affecting their overall performance and the quality of service provided to customers. This lack of structured feedback and training opportunities hampers continuous improvement efforts within the CSC.

7.5. Knowledge Management

1. **Ineffective Knowledge Management:**

- Internal knowledge management practices are questionable in terms of format, effectiveness, and the frequency of updates. External FAQ pages are not easily searchable and are poorly formatted, making it difficult for both agents and customers to find the information they need quickly.

7.6. Customer Communication Issues

1. **Confusing Written and Online Content:**

- Written notifications and online communications are often confusing, unclear, or misleading. This reduces customers' ability to follow instructions and resolve issues on their own, leading to increased call volumes and customer dissatisfaction.

2. **Misleading IVR Options:**

- The IVR options do not always accurately reflect the actual reasons why customers are calling, leading to confusion and repeated calls. Customers often choose any available option just to reach an agent, further complicating the call handling process.

7.7. Management and Staffing

1. The CSC is understaffed:

- The CSC is staffed at approximately 11% of required capacity to handle call and email volume. As of 2024 there are 81 call center employees – the Deloitte Report recommended a 750% increase in staffing to achieve 3:1 service level.

2. The CSC is efficiently managed given its limitations

- Low staffing, lack of an up-to-date website to reduce call volumes and a system that is at ‘end-of-life’ all work to limit the CSC’s capabilities. Within these constraints, the CSC is well-managed.

7.8. Summary and Recommendations

1. Improve current website content to enable customers access to online applications, FAQs and other information which will reduce CSC call volumes.
2. Consider implementation of an on-premise, Unified Contact Center which is a multi-channel media center that takes advantage of more channels including voice, email, text, online content and social media.
3. Consider implementation of a cloud-based system Unified Contact Center that can scale capacity to meet demand.
4. Enhance online self-service by customers through online completion and submission of forms.
5. Consider implementation of AI Chatbots and automated IVR systems that can be used to answer customer’s questions without speaking directly to a CSC employee.
6. Create a consolidated knowledge management system that can be used as a resource by both customers and CSC agents.
7. Consider implementing a live chat option to handle calls that a chat bot or other technology cannot answer to the customer’s satisfaction.
8. Reinstitute a Quality Call Monitoring System which can help determine if benefits support long-term implementation.

Chapter 8 summarizes Workshop I results which was held on February 13, 2024 at DLD. The 2-½ hour discussion focused on twelve questions the Study Team provided to DLD prior to the Workshop. The discussions provided new insights and information that led to further meetings and requests for information by the Study Team.

Chapter 8. Workshop I Results

Workshop I was held at the Driver License Division – Executive Conference Room on February 13, 2024, from 1:00 PM – 3:30 PM. The Workshop questions were presented to DLD prior to the meeting, and initial responses were received. This helped CTR prepare additional questions for clarification and information. The twelve questions that were discussed and the team member who led the discussion of each question included:

1. What has DLD implemented from the Business Intelligence Team’s DLO visit report suggestions? **(Zhe Han)**
2. What specifically has DLD implemented from the previous CTR DLD report recommendations? **(Lisa Loftus-Otway, Mike Murphy)**
3. What questions would you ask DL customers in order to assess DLD performance effectiveness and total efficiency in the delivery of DLD services? **(Susanna Gallun)**
4. What questions would you ask employees in order to assess DLD efficiency and effectiveness? **(Carolina Baumanis, Lisa Loftus-Otway)**
5. When CTR visits a sampling of DLO sites, what kinds of information does DLD think could help assess program effectiveness and efficiency? **(Darren Hazlett)**
6. What types of information does DLD have the most difficulty obtaining that would benefit Division management? **(Randy Machemehl, Sherri Greenberg)**
7. Why do you think customers make multiple appointments? **(Gordon Abner)**
8. HR data supplied by DLD shows LPSs make similar if not the exact same salary, by job title. The salary levels used are in the low to middle of the salary range allowed for each job title. Salary appears to increase only due to a promotion or across-the-board legislative salary increase. This data indicates that DLD does not have a merit pay-increase system in use to recognize higher employee job performance and utilize more of the salary range available. Is this correct? If so, why is this the case? **(Darren Hazlett)**
9. Does every DLO use the same personnel rating forms for the Customer Facing employee annual evaluations? Can we have a blank copy to review the metrics and other factors used during an evaluation? **(Becca North)**
10. During the kick-off meeting, EWG indicated that DLD is examining the possibility of implementing a new Appointment System. Why is DLD considering this change? What benefits are expected? **(Carolina Baumanis)**
11. In addition to a potential new Appointment System, what other changes or improvements does DLD have planned for Operations? **(Mike Murphy, Sherri Greenberg, Lisa Loftus-Otway)**

12. How does DLD internally set performance targets and measure success for customer service (beyond the definitions in your strategic plan)? Please provide possible examples.
(Susanna Gallun)

Appendix A-1 contains a detailed summary of the discussions that took place. The following discussion topics and comments from DLD denote key items for further consideration by the CTR team.

1. The BI Team has made a number of effective recommendations that have improved DLO operations. However, likely the most important recommendation had to do with how Appointments could be layered to reduce booking times; especially when managers were first learning the system.
2. BI Team recommendations and their impacts are very much related to the resources that are available to the DLO. Some recommendations cannot be implemented in the short term due to staffing, limited numbers of processing stations or other factors. Also, it takes time to understand how changes to the process at a DLO and the creativity of their management team has affected their efficiency – this takes data which takes time.
3. DLD redesigned our webpage to be more user friendly; however, we have a 20-year-old, legacy system so we can't make all the changes that we'd like to make. The changes we made were mainly to be in compliance with ADA and Commercial Driver License (CDL) requirements. We also provided a tool for customers to check documents required for REAL ID compliance. We'd like to implement an online tool on our website that would allow customers to fill out forms online rather than at the DLO.
4. DLD is examining Amazon Web Services to evaluate how to improve the operation of the Call Center. We have 81 FTEs assigned to the Call Center of which 61 answer calls. The CTR Team has suggested considering a modern Contact Center that would allow multiple options for customer access including phone, email, text, social media, chat bot and others. This type of upgrade would involve a Cloud based service thus DLDs evaluation of AWS. AWS could also be considered as a potential way to improve website operations – though this would also involve coordination with another state agency.
5. Regarding questions we'd ask customers in order to improve service, we would likely get different responses depending on the age, region of the state and other demographic factors regarding an individual. However, if we chose one topic, it might be 'how can we improve providing information to you regarding lawful presence documentation.

6. Plano DLO sent us a suggestion to send out post cards to folks stating: ‘renew your license two years in advance.’ We can actually do this, people can renew two years before the due date – but to send the post cards, we have to search a database with 26 million customers with driver licenses – determine who can qualify, download that data – every week, every day, every night. Thus, improving efficiency and effectiveness usually requires better technology, more people and funding.
7. During the past Legislative session, the Senate indicated that they had given us additional FTEs and other resources. The problem is, what we asked for 4 years ago does not meet current needs – and in any case, we didn’t get all we had asked for – the majority, but not all.
8. There is a law that all state agencies use DIR (Department of Information Resources) resources for any online service. There are a few agencies exempt from that rule – but we are not one of them. So, when I say we want to make changes to the online system – we can, but we have to get in queue for DIR – and depending on who they’re working with and the priorities, plus the cost, we have to front that.
9. I think the legislature is looking for something from this study about pay raises and the number of people we need. However, the study also needs to look at technology. It takes time to hire people – people are about value, but we also need money for technology – technology is more about change. Technology could decrease our processing time today – that’s why we’ve been talking about AI and chatbots and other technologies we’ve seen in other states.
10. I mean, there is technology out there, like we talked about (which is used in Georgia and Utah), that can cut our transaction times in half. They can cut our booking times down. That also might make our employees happier.....
11. The whole reason we moved to an Appointment System was to create a better work-life balance for our employees. The goal was for them to truly work an 8-hour day. When we were using NEMO-Q, we might have hundreds of customers still inside the DLO at 5pm. Our employees might have to work until 7pm to clear the waiting customers. If you want to talk about attrition and burnout – these employees were working 12 hour days. We wanted every customer to have an appointment so we could plan for that – plan how many employees to have in the office at any given time and to end the work day at 5pm.
12. One of the things the appointment system has done for us is to give us the flexibility to publish the number of available appointments at different time frames. This helps us know what we need to do to adjust (the percentage) of different transaction types that are published – this helps us know how we need to tweak the schedule to improve appointment availability for CDL licenses for example. There is a lot that can be done with that type of flexibility.

Appendix A-1

Workshop I February 13, 2024 1:00pm – 3:30pm DPS – Building A – Executive Conference Room

Mimzie Dennis	Assistant Chief DLD
Frances Gomez	Regional Senior Manager
Bridget Barksdale	Contract Manager
Lisa Zirkle	Budget Analyst
Tony Rodriguez	Customer and Tech Support Senior Manager
David Curtin	Asst. Manager Customer and Tech Support
Amelia Flores	Regional Senior Manager
Rebekah Hibbs	Enforcement Compliance/License & Records Senior Manager
Greg Degrazia	Regional Senior Manager
Lisa Daughtry	Issuance Services Senior Manager
Stephanie Erlewine	Business Intelligence Manager
Jenny Saldana	Manager, DLD Customer Service Center
Cherish Hinkle	HR manager
Jason Schulze	HR manager

UT/CTR Study Team in attendance or on Teams Call included:

Randy Machemehl	Senior Transportation Faculty (Teams)
Sheri Greenberg	Asst. Dean Local & State Government - LBJ School (Teams)
Carolina Baumanis	Research Associate (Teams)
Gordon Abner	LBJ School Faculty, Employee Morale, Policy Implementation
Becca North	LBJ School Lecturer, Psychology of Leadership, Policy
Johnathan Skinner	LBJ School GRA
Zhe Han	CTR Research Associate
Lisa Loftus Otway	CTR Research Scientist
Mike Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Associate
Susanna Gallun	CTR Research Engineering/Scientist Assistant
Jingran Sun	CTR Post-Doctoral Fellow

The following list provides the twelve questions that were asked in preparation for the Workshop and a summary of the discussion and answers that were provided. Additional information has been added to help explain some of the terms, implemented recommendations, and other information that was discussed.

1. What has DLD implemented from the Business Intelligence Team's DLO visit report suggestions? (Zhe Han)

- a. First, some background information about the BI Team. The team was initiated in 2020 when we were learning how to implement the Appointment System – this was quite complicated especially during the COVID and post COVID period. Some managers / supervisors were effective in working with and learning the Appointment System – getting their fingers into it – others had more of a challenge learning how best to manage appointment scheduling especially if they had a lot of employees. Thus Stephanie’s team began visiting offices, talking with managers and supervisors, studying the appointment scheduling template (if any) that had been employed and making recommendations how to improve layering of appointments, reducing numbers of no-shows using Ad Hoc messaging to send Text Messages in advance to remind customers of their appointment and documents needed, importance of the morning triage process to get customers with appointments ticketed at the kiosks and guiding customers without appointments how to sign on to TxScheduler using their cell phone to obtain an appointment.
- b. We began working in the Dallas-Fort Worth area since, at the time, that’s where the longest booking times existed. Stephanie’s team would visit a DLO, make observations and come back with recommendations about how to make improvements. That is where the BIT reports were born – this information was documented for each office visited with recommendations how to make improvements.
- c. We have provided you with over 40 BIT reports which include the recommendations for the DLO which was visited.
- d. Stephanie and her team are going in and tweaking what we can do better with already limited resources and equipment. Their job was to look at the schedule. I think one of the biggest recommendations they’ve made was the *layering* effect of appointments. Initially, we sort of put six months of appointments out there and said, “Hey, go book your appointment.” And in retrospect, we realized that there was a better way to do that. And her team was the one that came up with recommendations. I think 20% initially - 20% that three months or depends on the office. There’s not a number I can give you to represent the biggest impact that that’s had. But that’s probably been the most impactful thing I’ve done.
- e. I’ll also point out that, as Mimzie said, that we had appointments booked out for six months. And so, we had to get through those appointments that were already booked, and then we need six more months of *data* to really determine the impact of those changes. So really, they haven’t given enough time for changes – it’s not long enough for us to have anything to measure.
- f. So, I can’t tell you that we’re doing 10,000 more appointments per year based on what they’re looking at right now. Because it’s, to Stephanie’s point, there hasn’t been enough time. And it’s really hard to produce that kind of number for you. And we’re always behind. We’re constantly in arrears. Right? We can publish 1000 appointments today, and they’re going to get snapped up like that. But if that really manifests into somebody coming into the office and performing a transaction? I can’t give you that number because I don’t know if that’s based on a recommendation that she’s made. There’s too much unknown about

that. So, Stephanie's job is to tweak at the local level based on the office side and the staffing the resources available there. What's in those reports? I think everything they come back and recommended -we said do it- go for it. So maybe a year from now, we could go back and look at what booking times are at those offices, but it's not going to flip us and put us in a forward position, where we are not behind.

- g. Would you say that the change, which was based on the Leon Valley report, which was very interesting, all of the team reports have been very interesting to us, though. I think from that report, it came about that all offices we're going to move to the five - eight-hour workdays – and some of them were 4 x 10-hour workdays. Has there been enough time passed- where you could see what that change -where everyone's now - at eight, I mean, five x 8-hour workdays, what impact that might have had?
- h. I think that the biggest impact that we've made at Leon Valley has been at the *leadership* level. We've made some changes at the leadership level that have enabled better accountability. Steph's team came in and said, y'all need to make these tweaks. Our business model is 8-5, Monday through Friday, and it's not conducive for us to have a compressed workweek. The employees loved it, the supervisors loved it, but it left us down by a quarter of our staff on certain days, which was not conducive to what we're trying to do. And it left us without the needed leadership that was there. So, there are several things that have accounted for the improvements that we've seen at Leon Valley, but I think the leadership team that we've put in place there has had the biggest effect.
- i. Correct me if I'm wrong, but Leon Valley was the exception, not the rule. I think they were really the only office that was still doing four x 10's. Every other office was doing 5 x 8-hour workdays. And in reality, the fact that they were on a 4 x10 schedule inhibited their ability to be flexible enough with their schedules in order to make those improvements... So, like I said, it was the exception, not the rule. That was the only office that was doing that.
- j. We expect to see continued greatness from that office, again, that the business intel team went in and did a great job with recommendations. And now we've got the leadership to match and ensure those recommendations are placed, we'll see some improvement there.
- k. On a positive note. we did a survey during the last study, and- quite a bit different than the one that the other research center at UT does - they do mainly a *sample* of the state of Texas -it's much smaller. Ours was like about 45,000 surveys. So, we could look at individual cities and start comparing them in counties, and so forth. At Leon Valley, we saw more *positive* customer responses about the *service* that was being done there. And we also noticed from the BI Team report, that there was a greeter, five information stations, and then multiple workstations, maybe not all filled. But that was apparently having a very positive impact. Then the customers felt that, and I saw it. So that's a positive.
- l. I credit that to leadership, the leadership team that we've put in place there's has really made some major cultural changes inside that office that I think manifests in better customer service.

- m. So, I just want to confirm or clarify one thing that, based on the BI team visit, we will have a list of recommendations to implement at that location, and the policy here at the headquarters or high level is that you recommend that they implement an array of the recommended things -based on their resources -their part they have. and whether to implement it or not, depends on the DLO manager of that leadership team, is that correct?
- n. Making sure that I understood what you just asked, because what I heard is that the value of the implementation was based upon the management of the particular office. And I don't think that's necessarily the case. I think it's more to do with the available *resources* that they have -in order to implement those changes -because in some cases, the recommendations may have been- we need two more people at The Information Desk to vet, or we need to make sure we're vetting and make sure that we're getting everybody the right information they need -so that when they get to the counter, they're processed faster. But if we don't have enough people to do that, then that's more the issue than
- o. If I understood your question, I don't think it's actually the efficiency of the *management* team that created -whether or not that's successful, but the fact that - as creative as the management team can be with the resources that they have - is how successful that's been.
- p. I'm not in total agreement with that: it's both. If we can have all the resources we need - and without management and operational knowledge, we're not going to get the objectives completed - we're not going to be able to serve as many customers as possible in the allotted time given. We can have great management and no resources - and we still have the same effect. To give credit to Stephanie's team and to the management team, there was a perfect storm, everything came together at one time, and they turned it around and have made it very productive. But it takes both.
- q. Last question about BI Team Reports. This is specifically the Hurst DL office. in reading the report, we know that there is like a section - due to safety reasons – the Hurst office does not do the morning announcements outside the office anymore. We want to know what kind of safety concerns there are.
- r. We have a lot of customers coming in wanting appointments that don't have appointments and they're upset about it. Currently the Hurst office is temporarily closed at this time, because the office needs a refresh. We're in the process of doing that. But we will implement - once we get back in there, we do have the staff and we have the recommendation of actually making sure that we do have people out there, letting our customers know what we need. We need to get that.
- s. So, when you see that, it's because lots of customers are seeking a same day appointment, they will line up in long line, very early in the morning outside the office?
- t. And we hear that- there is a long line. I'm not denying that there's not. But sometimes when we go and look and there's really not. People say there's 50 people in line, and I actually view cameras and there are maybe 10 people in line. So, we hear that a lot.

- u. Can I just ask one last question? Then we'll move to two. We think that the BI Team reports are very informative. And we can see that it's a very good management tool. Have you been able to convey the fact that you're using this process to either the legislature, LBB, or anyone at that level? Are they aware of this process?
- v. So, I asked Stephanie this question not too long ago. you guys took off in summer of 2022? yes. So, they're still a relatively new team. There's been lots of conversations about what we're doing with this team. – we even nominated them for a National Award through AAMVA because we really believe and feel that the work they're doing is critical to our success. Because as more resources and technology become more available to us, we're going to lean on them and say, “hey, help us figure this out at the local level, how to make this work?” I feel like in future, we will be having those conversations, but we wanted to give them the opportunity to get on their feet get, stand up and look at their findings before we started talking downtown about
- w. The data they provide is absolutely what we use downtown - when we're asked - by legislative member or by somebody from the media,” what is what is your data on this?” Stephanie gets that query all the time. So, they are the ones that gather that information for us. But if we're given the opportunity, I will go down and brag about them for days, because not only do I believe in what they're doing, I think it's critical for our future success. I think they have to get bigger and expand, to be honest with you, with over 233 offices....
- x. And then we have lots of services on the other side, that are not customer-facing, that Rebecca, Tony and Lisa manage that, that I feel like we can use the BI Team for as well, they serve customers as well – it's just not over the counter in a driver license office somewhere.

2. What specifically has DLD implemented from the previous CTR DLD Report recommendations? (Lisa Loftus Otway and Mike Murphy)

- a. *With Regard to the DLD webpage?* DLD redesigned its webpage to be more user friendly. However, the legacy system used by DLD places some constraints on the types of changes DLD can implement within the DPS website system.
- b. The website changes were mainly for ADA compliance, to make sure that the pages were viewable. And then the other part of it was that there needed to be *continuity* among the pages. So different divisions ended up having their own style. And so, the object of that was to stylistically make sure that all of the pages in the agency use the same *font*, have the same color, have the same branding. We did provide the public with a REAL ID Interactive tool (webpage Figure A.1 resized to fit document).



Driver license/identification card and REAL ID Checklist

Welcome to driver license/identification card and REAL ID Checklist

The driver license/identification card and REAL ID Checklist is an application that assists in preparing you for your Driver license office visit. All original, renewal or replacement driver license and identification cards issued, will now have a gold star to indicate they are REAL ID compliant. You may visit the Federal REAL ID Act page for further information. Just below the steps, and at the end, you will have a customized checklist of which Documents to bring for your driver license visit.

If you are under 18 years of age, we recommend assistance from a parent or legal guardian when using the application to ensure you have the correct information. Some of the Documents will be required from the parent or legal guardian and not the minor.

Note: Using the driver license/identification card and REAL ID Checklist does not guarantee You will be able to obtain a driver license or identification card; it simply helps you learn Which documentation to bring in to prove identity and residency.

Start

Figure A.1 REAL ID Checklist application on DLD website

In the past we've gotten a lot of questions from our webpage regarding Commercial Driver License (CDL) requirements. We've overhauled that portion of our webpage for this reason.

We've looked at other applications like Gather.Go.Get that the Florida Department of Highway Safety and Motor Vehicles (DHSMV) implemented. However, we didn't have the funding since this would require revising the Agency website. We've examined some aspects of the Gather.Go.Get system for application in our other systems – so some processes including compiling information might be feasible.

- c. *Establishing a DLD PIO Officer?* Currently there is no DLD PIO Officer. DLD works with Regional PIO Sergeants as needed to provide educational awareness. However, we are in the process of soliciting video production through a contracted company to support our training, social media presence, and communications with employees. We do have a few short youtube videos on the DPS website.
- d. *Improving operations of the Call Center?* DLD is currently evaluating Amazon Webservices (AWS) as a means for improving the performance of the Call Center. This evaluation is ongoing since AWS provides many different applications for consideration. We added a metric for the Call Center for 5 – 7 years ago to help understand the amount of traffic the Call Center Receives. They have great staff, however, when you are receiving over 20,000 calls a day, it is extremely difficult to meet the metric. Table A.1 (on the next

page) provides information about number of calls we've logged for the past several fiscal years. We have 81 FTEs assigned to the Call Center, however some are managers or supervisors who do not answer calls. Of those 81 FTEs about 61 are actually answering calls.

Most of the Call Center staff work from home – that is another challenge – many DLO staff want those 'work from home' jobs. So DLD employees compete internally to get one of those jobs rather than one which requires them to be at a DLO all day.

The recommendation in the previous CTR Report was to transition to a modern Contact Center which would incorporate phone calls, emails, Chats, Tweets (X), Facebook and other means for responding to Customer's requests. This is managed from a single dashboard that is provided by proprietary software.

Table A.1 Statistics for the DPS – Driver License Division Call Center

DPS Driver License Call Center						
	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018
Number of Full-time Employees	81	81	81	81	114	114
Number of Calls Received	5,289,131	5,468,010	7,456,454	8,541,966	7,104,773	7,277,256
Number of Calls Received per day**	21,157	21,872	29,826	34,168	28,419	29,109
Number of Calls Answered	584,479	758,861	541,704	623,153	781,624	841,183
Drop Rate	4,704,652/ 88.94%	4,790,498/ 87.6%	6,914,750/ 92.73%	7,918,698/ 92.7%	6,082,359/ 85.6%	6,019,620/ 82.7%
Average Customer Wait Time (MM:SS)	31:03	26:38	31:33	16:57	18:55	14:52
Average Service Time per call (MM:SS)	5:32	5:17	5:46	5:32	6:01	6:03

- e. Reviewing employee salary levels at least every two years for competitiveness? Employee salaries are designated by the Legislature and are not subject to change without legislative action. Salary competitiveness is strongly influenced by geographical area. Driver License Leadership does track vacancy/attrition rates and is aware of job market offerings that not only include salary increases, but also work from home benefits. Salary comp studies should be performed by Human Resources.
 - f. Review all operations at least every two years for optimum number and placement of FTEs in all areas of DLD. Adjust staffing where needed and ask the legislature for additional FTEs where warranted to meet performance measures. Yes, recommendations are made every legislative session for additional driver license offices and FTEs to help meet the growing demand for driver license services. Regional and Service Managers evaluate the placement of FTEs and offices and make suggested changes based on the need and availability.
- 3. What questions would you ask DL customers in order to assess DLD performance effectiveness and total efficiency in the delivery of DLD services? (Susanna Gallun)**
- a. As researchers, that is a question we would ask you. We've looked at the questions we ask right now and we think they are still effective. We have a survey and that survey is done quarterly and we roll them up at the end of the year.

- b. We think you are referring to the survey that is conducted by the UT Institute for Organizational Excellence? However, is there something else you would like to ask customers which may not be captured in the current survey?
- c. I will be honest, I'm not going to ask the customer what is needed, because I think I already know what we need as a division. I think everyone at this table knows what we need to provide better customer service. We could ask a customer 'What would you like to see done differently in a driver license office?', but the answer is going to be 'We don't want to have to wait 6 months for an appointment.' 'We don't want to have to bring every document in.' 'We want to be able to renew on line more frequently.' 'We want to be able to renew from our device.' We feel confident we know the answer about how to provide better customer service – we just need money and we need resources to do it. However, we are open minded to anything you would like to suggest.
- d. I think if you talk to customers you're going to hear about symptoms, not the actual disease. They are going to tell you 'I want the process to be easier. I don't want to have to do this or that.' However, there are legal requirements, statutory federal requirements How can you take what the customer wants to that high level? Customers think about symptoms – but we have to think about the underlying process – that is the disconnect you are talking about. We've squeezed the lemon as much as we can. We need more resources.
- e. If I had to ask something it would be 'how can we improve this process for you?' However, we'd get a different answer depending on the individual – there are those who have to provide 'lawful presence', there are commercial drivers, there are teen drivers, elderly drivers – there's not one answer, it depends on the person's challenges getting a driver license and therefore, there is not just one question.

4. What questions would you ask employees in order to assess DLD efficiency and effectiveness? (Carolina Baumanis, Lisa Loftus Otway)

- a. We do talk with our employees and our supervisors have come up with some amazing ideas. Plano DLO sent us a suggestion to send out post cards to folks stating – renew your license two years in advance. We can actually do this, people can renew two years before the due date – but to send the post cards, we have to search a database with 26 million customers with driver licenses – determine who can qualify, download that data – every week, every day, every night. That's a huge programming effort with our 20-year old legacy system. We are getting close to accomplishing this but it will be a future ability – we don't want our employees to feel shut down if we can't implement their great ideas right away.
- b. Are there any questions that you would want to ask your employees to assist in **efficiency** and **effectiveness**? I think last time when we met with your employees, we met with them on Saturdays. There were all sorts of things they said and everything that was interesting. So, is there anything? and you don't have to answer everything right now. But if there's

something that comes to mind that you think might be useful, and pertinent to go into our interaction with your employees, let us know. And, maybe with the IT team, too, you might have something.

5. When CTR visits a sampling of DLO sites what kinds of information does DLD think could help assess program effectiveness and efficiency? (Darren Hazlet)

- a.* Are there things we need to observe when visiting DLOs? Maybe not things we need to ask – but things that could help, for example the ideas in the BI Team reports are great – they’ve probably seen some of those things. I’ve looked at the BI Team reports and it seems that there are problems with the Biometric Systems – sometimes they’re down for 30 minutes, other times for the entire day.
- b.* The contract will be resolicited at some point. Biometric Capture Systems are always going to be a problem – we are always going to have to account for system outages and downtime. When we say we want better technology, we need to look at technologies that can shave off time that customers are in the office. Would movement to the cloud somehow disconnect DLD from DIR for getting ‘online’ applications developed and implemented?
- c.* What about reconsidering the resource distribution between offices? Georgetown has record population growth?
- d.* However, you have office sizes – if you want to expand Georgetown’s office size that’s going to take money. If you make a technological improvement that increases the number of customers served with the same office size and number of personnel you don’t need money for building expansion. We don’t own the DIR equipment either.
- e.* If we do make changes to Georgetown in terms of staffing levels – we have to rob Peter to pay Paul. Some other office loses FTEs – so we hurt them. We’ve done that before, we closed offices, moved remote offices – but you also have to consider the constituents – we made those changes, but had to change things back.
- f.* During the past session, the Senate indicated that they had given us additional FTEs and other resources. The problem is, what we asked for 4 years ago does not meet current needs – and in any case, we didn’t get all we had asked for – the majority, but not all.

6. What types of information does DLD have the most difficulty obtaining that would benefit Division management? (Dr. Randy Machemehl, Sherri Greenburg)

- a.* We have difficulty obtaining all types of management data: IT, Finance, Budgeting, Program management, Human Resources, Employee turn-over rate. Some of the data we need is managed by other State Agencies – for example DIR.
- b.* That’s what we are saying – your online renewals are not captured in your strategic plan; your walk-in appointments are not captured in your strategic plan.....

- c. We don't own our own online renewals – that is a DIR function. It's not in our program. I mean, I would make lots of changes to that program if I could, but it is not mine.
 - d. I'm hearing that DIR operates the online renewals. Do they get the credit for online renewals? Are they running the website for online renewals?
 - e. There is a law that all state agencies use DIR (Department of Information Services) resources for any online service. There are a few agencies exempt from that rule – but we are not one of them. So, when I say we want to make changes to the online system – we can, but we have to get in queue for DIR – and depending on who they're working with and the priorities, plus the cost, we have to front that.
 - f. We've been working for two or three years to get a portal so customers can upload documents to our system – that prevents a return visit to a DLO – that request has cost us time and a lot of money. It's because it is DIR's program, it's not our program – we can't just go and build that program and put it out there for customers – we have to go through DIR. So again, we can make changes to the program they own it, but we must get in line with every other state agency that trying to make changes to their services that are housed in DIR.
 - g. So, we issue a driver license renewal – we still produce the card. We provide DIR with the data and the provide back what is needed to update our system – but we don't control it, we don't own it and we don't get to manage it. That makes sense, right?
 - h. Another fact is that the process was self-funded. A vendor got paid from the convenience fees that were applied to a new service. That is no longer the process and how it works. Now, DIR gets the convenience fee so that can use it to work on other online applications. That's why we say – we pay for it – though previously it was not that way. For example, the customer portal to upload documents – TPST portal – that cost about \$3.6 million – that was not funded, that money came from our budget – and that's been since 2018 – so since 2018 the cost of that portal has come out of our operating funds. There's no way to tell the LAR process that we need more funds to pay for these DIR projects.
 - i. Could your internal finance folks and budget analysts provide us with the costs for these items back in 2016, 2017 and 2018 – under the prior contract? That way we could get at what the contract changes costs have been for DLD before and after the contract change.
 - j. We can try to get the data – but it will have to come from DIR.
- 7. Why do you think customers make multiple appointments? (Gordon Abner)**
- a. We've looked at our offices statewide and we typically get 30% no shows +/- 5% at most metro offices.

- b. Of course, there is a difference between a no-show and double booking. Some people need two appointments to perform all of the functions needed to get their driver license – it's not a huge percentage of customers, but it does happen. If a person is making appointments at multiple locations, and they're using the same email address it might not be a 'person' it could be a homeless shelter or a non-profit making multiple appointments for the people they serve.
- c. A no-show just means the person forgot about the appointment or somehow was able to get an earlier appointment at another location and so no longer need the appointment at your DLO and therefore do not show up.
- d. One of the solutions to reduce no-shows is to send out Ad-hoc messages through APPLUS a month in advance, a week in advance – the day before. The person will get an email or a text message – assuming the email they provided is valid.
- e. Have you considered cancelling multiple appointments if a person shows up at your DLO – you provide the service, then check if they've made appointments elsewhere? This could free up appointments at other offices for use that day or perhaps some later time.
- f. Have you ever considered a penalty scheme – that is, charging a person for not showing up for an appointment? It seems that all doctors have a fee for not showing up for an appointment, \$25 or something like that. You could also offer an incentive for keeping your appointment – we will knock off \$5 if you keep your appointment.
- g. So, there are always a lot of questions – am I a no-show if I don't show up all day? What if I show up at 1pm?

8. HR data supplied by DLD shows LPSs make similar if not the exact same salary, by job title. The salary levels used are in the low to middle of the salary range allowed for each job title. (Darren Hazlet)

- a. We don't have the budget to give merit increases (that affect a person's salary). We do give one-time merit increases. It takes money to give merit increases and we don't have the budget.
- b. An LPS II comes in at a given salary and gains experience. At some point, they may be promoted to an LPS III and get a pay increase. DLD also gets pay increases through the State Legislature – we got one in 2019, we got 5% (?) last year and will get 5% (?) again this year. However, that's a legislative thing – across State Agencies not just DPS or DLD.
- c. In 2019 Administration did a good job explaining circumstances to the Legislature. These are your constituents, they sometimes work 12 hour days and might hold down two or three jobs. It would be great if we could get a raise like this for our LPSs every

session – but it's likely not going to happen. It's difficult for the legislature to give raises like this every session especially statewide.

- d.* I've looked at the DPS troopers and they seem to be in the same boat.
- e.* It's especially difficult in metro areas where the cost of living is higher. However, some legislators may think – the people in my district don't get paid this much.
- f.* We have given stipends for hard to fill positions – especially in metro areas. However, there are always going to be places that are hard to fill – like Austin. In addition, the stipends have to come out of our operating budget since we are not funded for those.
- g.* So, an LPS II comes in and is essentially at that pay level until they are promoted to an LPS III. Then to LPS IV and so on. So, when we do give one-time increases, we try to make them meaningful for those who are high performers.
- h.* However, if everyone got a \$1,000 pay increase per month – I'm not sure we could serve more people. Our employees would be happy.....wait, I get it. The turn-over rate would likely decrease.
- i.* Last year your turn over for LPS-IIs was 20.9%.
- j.* Yes, I'm not going to disagree with you, if you are working in a driver license office all day dealing with grumpy people. I'm not sure you can 'pay them off'. We can make them feel protected and valued, these people run circles around what most of us can do on a day to day basis – so they absolutely deserve the pay.
- k.* Both Mike and I were TxDOT employees – we both retired from TxDOT – it's state agency, but it's completely different from DPS on this issue.
- l.* The difference is how TxDOT and DPS are funded. We are funded from General Revenue, TxDOT has Fund 6 and other funding sources – the rules are different.
- m.* Another factor to consider is if we asked for enough merit money to fund a merit increase for 25% of our employees – that's a big ask.
- n.* I want to make it clear so there are no misunderstandings – if your group wants to put it in the Report that our employees deserve a pay increase – I'm all for it. If you want to recommend permanent merit increases that apply to our employee's long term pay and retirement – I don't oppose that. However, I want to manage expectations – what is realistic and what is going to happen or not – I've been here 30 years and I've only seen a legislative pay increase for DLD once.

- o.* That is why the Study needs to look at the other side of the picture – what can we do with Technology – if there are no pay increases (and the attrition rate remains where it is) how can Technology help us? I’m not sure how likely it is that we’d get both.
- p.* I think the legislature is looking for something from this study about pay raises and the number of people we need. However, the Study also needs to look at Technology. It takes time to hire people – people are about value, but we also need money for Technology – Technology is more about change. Technology could decrease our processing time today – that’s why we’ve been talking about AI and chatbots and other Technologies we’ve seen in other states.
- q.* Our people are the most important thing – but Technology can also make improvements. I want to be realistic about what the legislature might give us – I think Technology can give us the most right now. Even if we had all FTEs hired right now, even if the attrition rate went to zero – that would not solve the problem. That’s why I’m saying we’ve got to look at Technology. Like Sherri said, we need to look at both people and Technology, but we definitely need to look at how Technology can improve our efficiency and effectiveness.
- r.* If we were given 100 more people – I don’t think we’d see that great a change in services statewide. 2,000 more people would make a huge difference – but what is the likelihood of that happening?
- s.* Technology that our customers can use before they ever come to the office. The ability to fill out forms on line using our website – that’s change and that will make improvements now. Filling out the forms at home and having them available for the LPS when you arrive at the appointment (so typing time is eliminated) that will make a huge change, wait times will decrease – the 30 minutes the customer sat in the DLO filling out a form will (disappear). The LPS will now only have to vet the form for spelling and information correctness.
- t.* I think that’s what the legislature is looking for – they want to see our booking times come down – we’ve heard that over, and over and over again from our Government Relations Office. I want to make sure your Team understands that – booking times is one of our Key Performance Indicators.

9. Does every DLO use the same personnel rating forms for the Customer Facing employee annual evaluations? Can we have a blank copy to review the metrics and other factors used during an evaluation? (Becca North)

- a.* Yes, DLD can provide this. We will need a better understanding of how this makes DLD more effective or efficient.

- b. I think here it's more effectiveness than efficiency. I think it has to do with our curiosity about the reward systems and just being curious about what and how people are valued. What are those metrics, and gathering that information might be able to better help us serve you.
- c. So that was the motivation. Yes, I mean we're happy to give you guys the performance evaluation showing what our employees are rated on.
- d. There are three competencies that we rate them on. It's the same for everybody. We do have policies in place so that if someone's getting marked down below 'meets expectations' that goes through a review process and that that's not done nefariously,
- e. You know, we can even have more conversations about this Question with you moving forward. We're not opposed to it, I just read it (Question 9) and what you're saying is that if we can keep employees happy and ultimately money is what keeps them happy and if money is not what keeps them happy, what can I give them?
- f. I can't fix the attrition rate, but through the use of technology, I can replace employees. I can become more efficient and effective as a result of that.
- g. I mean, there is technology out there, like we talked about (which is used in Georgia and Utah), that can cut our transaction times in half. They can cut our booking times down. That also might make our employees happier if they don't have people yelling at them at the front door because they've been waiting in line since four o'clock in the morning.
- i. Now, a lot of those same people getting in line at four o'clock in the morning could very easily go online and get an appointment in the kitchen. They just won't. When we triage the line and say there's appointments five miles down the road, we have literally gotten the same answer from the Dallas, Fort Worth area. I don't cross that highway, right? Well, I can't help them. Again, my job is not to manage customer behavior. I can't.

10. During the kick-off meeting EWG indicated that DLD is examining the possibility of implementing a new Appointment System. Why is DLD considering this change - what benefits are expected? (Carolina Baumanis)

- a. The current contract and all renewal options are expiring.
- b. Resolicitation of this service is required for Agency compliance and enables improvements that fall outside the scope of the current contract.
- c. The whole reason we moved to an Appointment System was to create a better work-life balance for our employees. The goal was for them to truly work an 8-hour day. When we were using NEMO-Q we might have hundreds of customers still inside the

DLO at 5pm. Our employees might have to work until 7pm to clear the waiting customers. If you want to talk about attrition and burnout – these employees were working 12 hour days. We wanted every customer to have an appointment so we could plan for that – plan how many employees to have in the office at any given time and to end the work day at 5pm.

- d. One of the things the appointment system has done for us is to give us the flexibility to publish the number of available appointments at different time frames. This helps us know what we need to do to adjust (the percentage) of different transaction types that are published – this helps us know how we need to tweak the schedule to improve appointment availability for CDL licenses for example. There is a lot that can be done with that type of flexibility.
- e. Going back to the question about multiple appointments – with a new appointment system, could I use my children’s names to make appointments for them, rather than using my name for each appointment? That would look like multiple bookings – but it’s really not – more flexibility is needed and a way to track and ensure that the information goes to one email address – to the person who requested the service. The Mom with her two kiddos.
- f. By linking the Driver License System to a Modern Call Center there could be multiple ways that the system could identify that someone is making multiple appointments for the same time, but at different locations. The System could contact the person and ask ‘why are you making multiple appointments?’ – this contact could be done in different ways. Some folks have learned they can game the system – however, we can’t ask a person to use their driver license number to make an appointment due to PII (Personal Identifiable Information).
- g. We’ve tried to get rid of walk-ins – but we can’t deny an appointment to someone whose driver license will expire. Also, you’re never going to have 100% of customers with a device or who knows how to use a device to make an appointment. They will walk-in and ask for help. It is also an equity issue – there are those who are elderly, can’t read or are disabled. We must provide service to all our customers – thus, again, we will have walk-ins. Though we want customers to stay at home and log in on line and conduct business – there will always be a need to show up in person.
- h. So, we have a lot of people trying to get open appointments right at opening time – this results in an inability to manage the number of workers we have at the DLO at different hours of the day – if we don’t give them an appointment, we haven’t done due diligence.
- i. There is an advantage to using walk-ins to fill the gap caused by no-shows. The problem is that the walk-ins want an appointment right now – and there might not be any appointments available right now – the person wants an appointment at 8:00 am while they are at the DLO, but the appointment might not be until 3 PM. That means they have to make a 2nd trip to the DLO, we have to deal with that customer a 2nd time, it takes resources.

- j. We could take a risk and overbook our appointments by using the no-shows – say 30%. However, what happens if you planned to book 100 appointments and overbook for 130 appointments and all 130 people show up?
- k. Another challenge is meeting the requirement for changing your driver license address. There is also the requirement that you change the address on your vehicle registration and that has to happen before you can change your driver license address. That is one reason why we can't penalize customers for no shows – there are too many extenuating circumstances.

11. In addition to a potential new Appointment System, what other changes or improvements does DLD have planned for Operations? (Lisa Loftus Otway and Mike Murphy)

- a. Moving our data and operations to the cloud. There was a federal mandate that required us to add servers on short notice – we had to do this on the fly with our system operating. The result was our system went down and it was not pretty – you probably saw this in the news. That's why we're talking about moving our operations to the cloud – you can increase capacity for the system without adding physical equipment – they are virtual servers – when our system failed it was because it couldn't handle the capacity and we didn't know that with the current testing. So, we need to add technologies, and infrastructure to support those technologies – movement to the cloud is exactly what would work.
- b. We're in the project phase for a mobile Driver License. There are fraud and cyber concerns about renewing an mDL at a "mobile location." We do have mobile operations for CDL and people who are bedridden. I'm not saying we would not do mobile mDL renewals – it would take resources and a designated team.
- c. Another problem in renewing driver licenses is the federal regulations require people to pass a criminal background check – we've found that some counties have county employees that can't pass these tests. There would be a greater issue with meeting those requirements at retail establishments.
- d. Regarding new technologies – have you considered AI, chatbots and related type applications? These may have applicability at a Call Center. At DLOs we are still dealing with a lot of paper – also people don't spend the time to obtain all the information they need to fill out the forms before they come to the DLO. It would be amazing for someone to be able to go online and fill out the application and have it ready at the DLO when they arrive.
- e. We've seen technologies in Georgia and Utah that reduced transaction times from 15 minutes to 7 minutes. Primarily because people aren't having to do typing. The

Customer is the one who does the typing – perhaps they are using a kiosk for that – that way our LPS is vetting and verifying the information – not typing.

- f.* Georgia and Utah have several advantages. First, they have a dedicated IT staff that does nothing but work for the driver license office. They are self-funded – the legislature provides money to them for the administration of the driver license program. They have fewer offices and of course a much smaller customer base. It would be helpful to have a study say – you could double your appointments if you could cut your transaction times in half. These technologies could accomplish that.
- g.* Georgia has a virtual drive test – though we weren't that impressed with it. The customer's car is fitted with a camera and other instruments which are easy to install. They can also bring the person who trained them along on the test. The examiner at the driver license office just follows the route that is being recorded in real time. We saw though that there are still problems with the technology – parts of the system go down and has to be rebooted. The test has to be started over again. Also, there are parts of Texas where the phone service isn't that great – El Paso for example. However, the virtual driving test would mean a DLD employee wouldn't have to get into a car with someone they don't know. However, all DLD employees administer driving tests - so this would be a huge implementation across the state – this would cost us time, which we don't have right now.

12. How does DLD internally set performance targets and measure success for customer service (beyond the definitions in your strategic plan)? Possible examples: (Susanna Gallun)

- a.* This is may be structural – but if you wanted more money from the legislature, is there anything you could do to adjust your performance measures and the definitions in the strategic plan to help you get more money?
- b.* I don't think so – we are currently missing several of our performance measures. We've tried changing our performance measures. However, the Legislative Budget Board is very specific about what they will allow DLD to change or not allow us to change. LBB looks at performance differently than we do.
- c.* I don't think LBB measures performance the same way our customers measure performance.
- d.* Could we get your internal measures – which are likely more pertinent and some of the changes you've made?
- e.* So, we will receive your internal performance measures, the changes you've made and the data to support the results. There might be an opportunity for DLD finance to work with LBB on some of the changes you've made.

- f.* Yes, we can provide you with all of that as long as you make the recommendations (that we get what we need to meet those measures) We don't want yet another measure that continues not to be met.
- g.* So, what I'm hearing is that the current measures do not reflect the current state at DLD. It deals with the changes you've made – but LBB is not asking for the pertinent measures. On the other hand, there are improvements you'd like to implement, but you don't have the funding – technology for example.
- h.* So perhaps there is something structural about your budget that we want to help you get the right resources and so, is there language that we could help with?
- i.* We can go back and look at it, but I just don't know. We've tried it several times but I don't know if we'd get any traction with changes – because what LBB measures is very different than what we measure for our main customer effectiveness perspective.
- j.* We provided the Legislature with Exceptional Item Requests which listed different performance improvements and what we thought it would take to achieve each improvement – take your pick. If you want to increase the number of appointments available in 30, 60, 90 days – this is what it will take in terms of the number of offices and FTE – using our current, existing technology.
- k.* Our focus for this next session is going to be about technology – making the process work smarter / not harder. However, new technology still costs money – and we currently don't have it. Sheri, Gordon and Becca think there is a disconnect – if there was just one question you could ask – what would it be?

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