THE UNIVERSITY OF TEXAS AT AUSTIN
CENTER FOR TRANSPORTATION RESEARCH

Technical Memorandum

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Subject:	DPS-CTR IAC Contract – Technical Assistance to TxDPS Driver License Division, Technical Memorandum 2: Develop a Procedural Framework to Guide the Proposed Work
Date:	August 21, 2024

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Executive Summary

This technical memorandum contains three major chapters:

- Chapter 1 introduces procedural framework of the study and how each task/sub-task is connected and interacted with each other

- Chapter 2 illustrates data collection efforts and summarizes the data obtained.

- Chapter 3 summarizes the key findings of this technical memorandum.

This technical memorandum provides the procedural framework of the study, showing how these tasks are connected to meet the goals and objectives of the study. In addition, this technical memorandum offers a summary of data collection efforts made by the Study Team.

Following are some notable findings presented in this technical memorandum:

- The procedural framework illustrates how the six tasks are connected to meet the goals and objectives of the study;

- Extensive data in various formats has been obtained and analyzed by the Study Team to support study activities in different tasks;

- DPS employee survey and customer survey were developed and distributed;

- A series of interviews has been conducted to obtain more insights; and

- A draft report was prepared and delivered for DPS review

Technical Memorandum 2 provides a detailed analysis of the framework, following which the study is conducted.

Chapter 1. Procedural Framework

Chapter 1 is organized as below: Section 1.1 introduces the overview of the procedural framework; Section 1.2 to Section 1.7 presents the main activities conducted in Task 1 to Task 6, respectively. It needs to be pointed out that this technical memorandum lists the procedural framework which guides the proposed study - the detailed analysis and findings can be found in the technical memorandum 1, technical memorandum 3, draft reports and final reports.

1.1. Procedural Framework Overview

While developing the proposal for this study, the study team developed six tasks to logically guide the work to conduct a thorough and comprehensive study that examines the deficiencies of the Texas Department of Public Safety (TxDPS) Driver License Division (DLD) 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.

As the tasks indicate, this study includes the following major tasks:

- Task 1: Information Gathering and Expert Working Group Assembly

    o Literature review
    o Data collection
    o Workshop I

- Task 2: Develop a Procedural Framework to Guide the Proposed Work

- Task 3: Examine Deficiencies, Challenges, Obstacles in Current DLD Processes and Recommendation for Advancing Effectiveness

    o Sub-task 3.1: Analysis of Driver License Operational Data and DLD Site Operations and Flow
    o Sub-task 3.2: Conduct DLD Staff Email Surveys
    o Sub-task 3.3: Design and Conduct Customer Surveys
    o Sub-task 3.4: DLD Program Deficiencies and Organizational Structure Analysis
    o Sub-task 3.5: Identify Opportunities to Incentivize Online Transactions
    o Sub-task 3.6: Identification and Analysis of Effectiveness and Benefits and Recommendations for Improvements with Timeline Identified

- Task 4: Prepare Draft Report for DPS Review

- Task 5: Prepare Final Report for Submission to the Legislature

- Task 6: Project Management and Administration

These different tasks and sub-tasks are not independent of each other. Each component utilizes information obtained or generated from other components to assist the analysis. The study team developed a procedural framework with point of contact(s) in Figure 1 showing the connections and relationships among tasks, which will guide the proposed work.
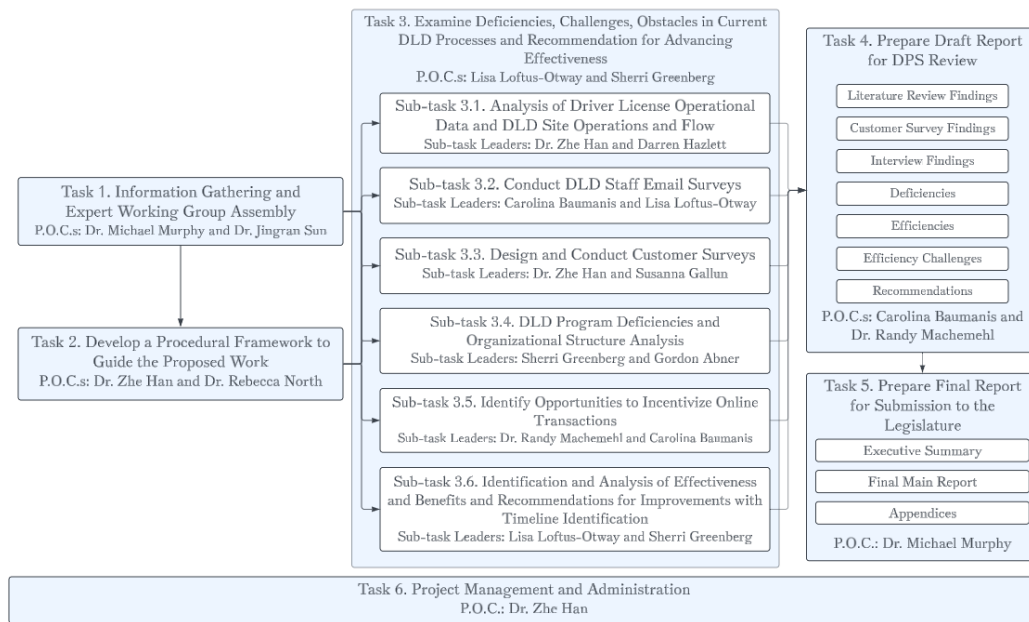
Figure 1. The Procedural Framework to Guide the Proposed Work

As can be seen from Figure 1, this study starts with extensive literature review and data collection process. All related literature will be carefully reviewed and tabulated. In addition, necessary data will be requested and collected as well. The literature review and data serve as a solid foundation to support analyses in subsequent tasks of this study. Prior to receiving data requested from DLD, each study team member was required to undergo a criminal background check, and to be finger printed and photographed. All team members passed these requirements and were issued a photo ID / building entry badge to allow direct access to DPS Headquarters. This allowed team members to directly schedule meetings with DPS staff and management.

The Study Team used quantitative and qualitative analytical methods to examine deficiencies, and to identify areas to improve efficiency and effectiveness. Based on the literature review and data collection, the study team developed two surveys – one designated for the DLD driver license and ID card customers, and the other

designated for DLD employees. In addition, the Study Team conducted site visits of Driver License Offices (DLO), as well as a series of tailored interviews with DPS divisions that intersect with DLD, budget, IT, procurement, and driver license records analyses. Also, the Study Team held a workshop to discuss DLD challenges, data sources, information and reports and other sources to facilitate task evaluations.

1.2. Task 1: Information Gathering and Expert Working Group Assembly

The study team conducted a comprehensive literature review of the current best practices of DLD management and operations. While conducting the literature review, the study team focused on examining the deficiencies of the Driver License Services Division and 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.

The literature and materials reviewed in Task 1 include but not limited to:

- Key terms and measures from House Bill 1 and the Texas Department of Public Safety – Strategic Plan regarding Driver License and Identification Card issuance.

- Overview of the report prepared in response to SB 616 regarding 'Management, Operating Structure, Efficiencies, and Opportunities and Challenges of Transferring the Driver License Program.', which 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 report also provided a comprehensive literature review of the DPS-Driver License Division practices and statistics, as well as findings from other states.

- 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. The study team reviewed:

  o Customer satisfaction metrics
  o Motivations of government agencies to improve customer services:
    ▪ Academic theory: public choice theory, new public management (NPM), and public service motivation (PSM)
    ▪ Motivations: raising expectations through private sector innovation, public satisfaction and trust, legislative and policy mandates, efficiency and cost reduction, adaptation to

competition, and social equity and accessibility.

- o Ways the Public Express Dissatisfaction with Government Agencies, including public opinion surveys and polls, engagement with elected officials, public protests and demonstrations, social media and online platforms, legal actions, voter turnout and participation, and contacting public officials.
- o Survey Results of Customer Satisfaction
- o 2020 Texas DLD Study – Customer Service
- o 2020 Texas DLD Study – Incentives for Online Renewal

- A summary of driver license and ID card processing improvement methods that have been examined and implemented by other states, which includes information about new Information Technology (IT) that is being examined and in cases implemented by various states driver license agencies:

  - o Methods to Improve Driver License Processing Methods:

    - Potential Online Renewals, Pre-Registration and Document Submission
    - Investment in Technology
    - Investment in Staffing
    - Kiosks
    - Privatization
    - Feedback Mechanisms
    - Mobile Driver's Licenses (mDLs)

  - o Measures Taken by Other States. Several states in the U.S. have been implementing various measures to improve the process of obtaining a driver license, focusing on reducing wait times and streamlining services. Some example states include Alabama, California, Colorado, Georgia, Idaho, Minnesota, Mississippi, Nebraska, New York, North Carolina, Oklahoma, Oregon, South Dakota, Utah, and Texas.

- 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 (DLOs). The Study Team analyzed BIT report recommendation implementation and summarized key observations.

- A Case Study summarizing how the 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.)

- DPS Driver License Division call center assessment, including system limitations, self-service limitations, agent productivity issues, quality

management challenges, knowledge management, customer communication issues, management and staffing, and recommendations.

- Summary of responses from the DLD expert task group (ETG) regarding twelve questions that the Center for Transportation Research (CTR) study team prepared for Workshop I, which was held at the Driver License Division – Executive Conference Room on February 13, 2024, from 1:00 PM – 3:30 PM.

The study team documented the detailed information obtained from the literature review in technical memorandum 1.

1.3. Task 2: Develop a Procedural Framework to Guide the Proposed Work

In Task 2, the Study Team developed a procedural framework to illustrate how the proposed Tasks work together to meet the study's goals and objectives. This framework aims to examine the deficiencies of the Driver License Services Division and make recommendations on how to advance the effectiveness of the division. Working closely with the ETG established in Task 1, the Study Team finalized the procedural framework, which serves as a guiding document for subsequent tasks.

The detailed procedural framework and how different tasks are connected and related are documented in technical memorandum 2.

1.4. Task 3: Examine Deficiencies, Challenges, Obstacles in Current DLD Processes and Recommendation for Advancing Effectiveness

Task 3 is the core task of the study, in which the Study Team established six sub-tasks to identify ways to advance the effectiveness of driver licensing from both operational and enterprise-level assessments, including improving customer service, and reducing wait times through use of information technology to modernize customer facing services, as well as methods to incentivize online transactions. Specifically, these tasks shall identify and analyze deficiencies, challenges, obstacles in current DLD process, organizational structure, and activities, as well as a timeline for improvements.

Section 1.4.1 to Section 1.4.6 lists the major analysis points of each sub-task, and the detailed discussions, summary, and study findings can be found in technical memorandum 3 and the final report to be submitted.

1.4.1. Sub-task 3.1: Analysis of Driver License Operational Data and DLD Site Operations and Flow

The data used in this study was mainly extracted from two databases: the DPS Driver License System (DLS) and the TxScheduler database. The DLS database stores all information from the DLS application, which allows the Driver License Division to capture data on transactions, issuances, enforcements, convictions, demographic information, road test pass/fail rates, and all other information processed and stored in DLS. TxDPS maintains and stores it.

The TxScheduler database stores all information from the TxScheduler application, which empowers the Driver License Division to capture data on appointments, wait times, service times, and all other day-to-day operations of DL office activity. The TxScheduler application and database are stored and maintained by the vendor, Opus Inspection Technologies, Inc.

The data was extracted using the structured query language (SQL), which was coded in the software called DBeaver. The data was then integrated and analyzed to inform the assessment of effectiveness and efficiency in this study. The detailed operational data analysis will be provided in technical memorandum 3 and the final report to be submitted.

The Study Team conducted site visits to nine driver license offices (DLOs): Austin North, Austin Northwest, Austin South, Dallas South Mega Center, Fort Worth Mega Center, Houston North, Leon Valley Mega Center, Midland Mega Center, and Spring Mega Center. The Study Team completed a site visit report after each visit. After reviewing all nine site visit reports, several themes emerged regarding deficiencies and ways to improve effectiveness and efficiency. The Study Team identified key takeaways regarding deficiencies and offered recommendations for addressing barriers to effectiveness and efficiency that build on the current strengths of the DLOs, which can be found in technical memorandum 3 and the report.

In addition, in this sub-task, the Study Team explored historical trends and population linkages to show the impact of population change. The Study Team also analyzed the HR data.

The current iteration of the Business Intelligence Team (BIT) started in June 2022 and BIT conducted its first office visit in August 2022. As of June 12, 2024, the team has visited 54 offices. There are 20 more visits scheduled through November of 2024. Following each office visit the BIT produces a report. Each report is divided into the following sections: office statistics, which includes information like region, staff size, average daily transactions, wait times and appointment availability; observations and suggestions, which lists any challenges and potential solutions; notable procedures, which acknowledges best practices; staff concerns; and key points, which provides a quick summary of the report's main takeaways.

These reports offer a detailed glimpse into areas of strength and challenge for each DLO.

The Study Team reviewed all 42 BIT reports that were shared with us. The challenges listed in the BIT reports varied from office to office; however, there were common trends among the various DLO's. The Study Team summarized the challenges, which is included in technical memorandum 3 and the final report.

1.4.2. Sub-task 3.2: Conduct DLD Staff Email Surveys

To understand employee perspectives on operational effectiveness and efficiency of the Driver License Division, the Study Team developed an online survey through Qualtrics™ for DPS employees. The survey is in compliance with Federal and State laws based on a review by the University of Texas at Austin – Office of Research Support and Compliance, Institutional Review Board (IRB). The Study Team conducted the survey from June 10, 2024, to June 14, 2024, and emailed it to all DLD employees. The survey questions focused on 1) identifying obstacles to effective and efficient customer service and workload management, 2) determining the level of employee access to performance data, 3) the effectiveness of communication and feedback loops, and 4) the effectiveness of the technology available. The Study Team used Qualtrics, R, and Tableau for the analysis. For open-ended responses, the Study Team grouped answers by respondent characteristics and reviewed them qualitatively.

Out of the 3,277 employees invited, 1,169 employees started the survey. The data clean-up process only removed surveys that did not move past the demographic and respondent characteristic questions. The final analysis considers a total of 1,125 surveys (which includes 76 surveys that are less than 100% complete).

The detailed DLD staff survey analysis will be included in technical memorandum 3 and the final report.

1.4.3. Sub-task 3.3: Design and Conduct Customer Surveys

The DPS Driver License System (DLS) stores the email address of customers who have gotten a new or renewed Texas driver license or ID card. As part of the study, it is critical to conduct a survey to collect customers' experiences, opinions, as well as identified deficiencies (if any) regarding the Driver License Division (DLD) service and operation. The study team designed and distributed a voluntary customer experience and opinion survey, which provided both quantitative and qualitative information about the Driver License Division. The survey is also in compliance with Federal and State laws based on a review by the University of Texas at Austin – Office of Research Support and Compliance, Institutional Review Board (IRB).

According to the previous study (Murphy et al. 2020), it was determined that a person could likely remember details of their last visit to a Driver License Office (DLO) within 2 years. Therefore, the study team extracted a set of approximately 9.23 million email addresses from DLS for individuals who had transactions with DLD starting January 1, 2022. Customers are asked to provide an email address voluntarily on the application form when they get a new or renewal driver license or ID card. Thus, a person might have chosen to not provide their email address, or provide a wrong email address, or not had one at the time. The study team worked with ZeroBounce to validate the extracted 9.23 million emails to eliminate invalid records (e.g., wrong emails, duplicated emails, incomplete emails, etc.). ZeroBounce is a professional company that provides accurate, fast, and secure email validation service. Due to budget constraints, the study team randomly selected and validated 7 million email addresses (out of the total 9.23 million emails). As a result, about 5.17 million valid email records were obtained, which served as survey candidates and formed the basis for further analysis.

The study team used an online survey platform (Qualtrics™) and distributed a survey invitation email with a survey link to validated customer email addresses. The survey was made available in both English and Spanish—a toggle switch at the top of the survey page allowed switching between languages. As directed by the UT IT Department and accommodated by Qualtrics™, exactly 100,000 survey invitations were distributed every day, and the survey distribution began on June 13, 2024. The daily limit in number of daily emailed surveys was set to ensure that the UT email service would not be disrupted for other campus users. The Study Team plan distributed surveys until July 22 – a total of 4 million email invitations were sent.

In order to provide reliable and accurate survey analysis, the study team will examine the survey responses carefully and only kept 100% completed surveys whose completion time is longer than 1 minute. In this way, incomplete and careless responses will be excluded from further analysis.

The detailed analysis, graphs, figure, tables, and the statistics of the customer survey will be included in technical memorandum 3 and the final report.

1.4.4. Sub-task 3.4: DLD Program Deficiencies and Organizational Structure Analysis

Based on the literature review in Task 1 and the survey findings in Task 3 (DPS employee survey from Sub-task 3.2; and the customer survey from Sub-task 3.3), in this sub-task, the Study Team identified DLD program deficiencies and conducted organizational structure analysis. The detailed information and materials reviewed in this sub-task includes DLD budget and budget allocations, exceptional item reviews (EIR), SAO and Sunset reports, Deloitte report, Toyota report, the

past CTR 2020 report, as well as the information obtained from the workshop held on February 13, 2024.

The Study Team performed an analysis of employee turnover and pay scales to understand the current state at DLD. The Study Team conducted the analysis to ascertain if turnover is a problem and investigate the salary structure, as it may have an impact on turnover. The detailed analysis of HR and salary data is included in technical memorandum 3 and the final report.

In order to gain insights from different aspects, the Study Team conducted a series of interviews with groups within DLD and/or interacts with DLD. The Study Team developed tailored questions for each of the interviews. The series of interviews is summarized in Table 1.

Table 1. Summary of Interviews

ID	Date	Interview Group
1	April 30, 2024	Finance and Budget Group
2	June 5, 2024	Chief Auditor
3	June 12, 2024	Procurement
4	June 12, 2024	BIT
5	June 13, 2024	PIO Group
6	June 14, 2024	IDO Group
7	June 17, 2024	DIR
8	June 18, 2024	IT Group

The detailed questions discussed during each interview as well as the interview summary will be provided in technical memorandum 3 and the final report to be submitted.

1.4.5. Sub-task 3.5: Identify Opportunities to Incentivize Online Transactions

In the customer survey developed and distributed in Sub-task 3.3, there are a series of questions related with online transactions. For example:

- Customer awareness of online transaction options;
- Why customers chose the method they used for their most recent transaction to get a new or renew their license or ID card (e.g., in-person, online, by mail, or by phone);
- Customer's opinions about the current online renewal process; and
- Customer ideas about how to improve online renewal processes.

Detailed survey statistics, analyses, and findings will be provided in technical memorandum 3 and the final report to be submitted.

The Study Team also conducted a Microsoft Teams interview with Utah DLD on May 22, 2024 to learn how Utah incentivizes online transactions.

In addition, Sub-task 3.5 also utilizes the operational data findings from Sub-task 3.1 and also the various interviews conducted in Sub-task 3.4.

The Incentivizing online transaction findings will be summarized and categorized in technical memorandum 3 and the final report to be submitted.

1.4.6. Sub-task 3.6: Identification and Analysis of Effectiveness and Benefits and Recommendations for Improvements with Timeline Identified

This sub-task integrates the study findings from previous tasks and sub-tasks to identify and analyze effectiveness to be advanced by:

- Improving customer service and reducing wait times:
  - Staffing and operations
  - Technology
  - Communication
- Procuring additional information technology:
  - Staffing and operations
  - Contracting and procurement processes
  - Structural and approval challenges
  - Funding
- Modernization of DLS;
- Mobile driver license options;
- Incentivizing online transactions; and
- Staffing recommendations to reduce turnover and training costs, etc.

The Study Team will organize recommendations by thematic area and develop timelines for recommendations, which will be include in technical memorandum 3 and the final report to be submitted.

1.5. Task 4: Prepare Draft Report for DPS Review

Based on results and findings from previous tasks and sub-tasks, the Study Team developed a draft interim report for DLD review.

The draft report includes four main Chapters:

- Chapter 1: Introduction

- Chapter 2: Operational and Enterprise-level Findings

- Chapter 3: Recommendations and Timeline Considerations

- Chapter 4: Conclusion

Specifically, in Chapter 1, the study team introduces the methodologies and data sources used (Section 1.1), background and framework (Section 1.2), and

identifying operational and enterprise deficiencies (Section 1.3). Operational-level measures focus on the day-to-day activities and processes that directly impact customer service and wait times at Driver License Offices (DLOs) and the Customer Service Center (CSC). Enterprise-level measures, on the other hand, examine broader organizational functions at headquarters (HQ) that affect DLD's abilities to improve customer service, reduce wait times, procure additional information technology, and incentivize online transactions.

Chapter 2 is organized into the following sections:

- Section 2.1: Operational-level findings. This section presents the Study Team's findings on operational deficiencies. Operational deficiencies include all of the activities occurring within Driver License Offices (DLOs) and the Customer Service Center (CSC) that are not efficient or effective. The Study Team analyzed data from customer and employee surveys to identify areas where staffing, technology, and communication appeared less effective or efficient in providing customer service and in promoting online services. The following sub-sections highlight key challenges and suggest improvements to increase effectiveness and efficiency in serving customers and to enhance online transaction adoption.

  - Regional Service Delivery Findings
  - Driver License System and Appointment Data Findings
  - Customer Service Center Findings
  - Customer Survey Findings
  - Incentivizing Online Transactions Findings
  - Employee Survey Findings
  - Site Visit Findings
  - Business Intelligence Team Findings

- Section 2.2: Enterprise-level findings. This section explores deficiencies that may be hindering DLD's overall effectiveness and efficiency at an enterprise-level. The focus is on broader challenges that extend beyond the day-to-day activities at individual DLOs and the CSC. These include limitations in staffing, technology, approval processes that create bottlenecks, or communication gaps that impede initiatives. Specifically, this section considers how these factors affect the procurement of new information technology needed to modernize customer-facing systems. Identifying these enterprise-level challenges is the first step to identifying solutions that streamline operations and optimize service delivery across the entire DLD.

  - Procurement and Technology
  - Budget and Funding
  - Staffing and Salaries
  - Public Information Office

- Section 2.3: Effectiveness and efficiency achievements to date. DLD has implemented a series of initiatives designed to enhance both effectiveness and efficiency in serving the public since 2020. These efforts address customer wait times, staff workload, communication strategies, and service delivery models. Below are some key achievements to date.

    o Customer Experience Improvements
    o Operational Enhancements
    o Strategic Initiatives

Based on all of the data collected, new technologies have the greatest potential for reducing wait times and transaction times, as well as increasing successful transaction rates and improving the customer experience in the shortest implementation timeframe. Adequate funding, employees and office capacity are also essential to provide excellent customer service and to address increased transaction capacity; however, modern technology may offer more immediate advantages. Therefore, in Chapter 3, the Study Team made the following recommendations:

- Recommendations to improve customer service and wait times:

    o Staffing and Operations
    o Technology
    o Communication

- Recommendations to improve procurement of information technology:

    o Staffing and Operations
    o Contracting and Procurement Processes
    o Funding

- Recommendations to incentivize online transactions

    o Content Revamp: Partner with a professional content editor to streamline website copy, making it concise, clear, and easy to understand.
    o UX Design Optimization: Provide funding to hire a UX design specialist to redesign the website interface with a focus on intuitiveness, ease of navigation, and reduced user effort.

- Timeline considerations

Chapter 4 concludes the draft report with the highlights and findings. The draft report was delivered to DLD for review and feedback on July 1.

1.6. Task 5: Prepare Final Report for Submission to the Legislature

After receiving feedback on the draft interim report, the Study Team performed edits, corrections, clarifications and include additional information as necessary for the Final Report, consisting of:

- Executive Summary,
- Final Main Report, and
- Appendices.

All the study analyses, calculations, findings, and recommendations were provided in the final report with appendices and hyperlinked the 3 Technical Memorandum. The Study Team prepared 30 3-ring binders with copies of the Final Report and Appendices along with a flash drive containing the electronic version of all Final Report components. DPS will distribute an electronic version of the Final Report to all members of the Legislature by August 31, 2024 as an electronic document. The 3-ring binders were provided by DPS-DLD to those requesting a copy after the Labor Day weekend.

1.7. Task 6: Project Management and Administration

Project management and administration is performed throughout the whole study process, including submitting monthly progress reports, coordinating and attending meetings as needed. Below is a list of monthly progress report (MPR) submitted:

- November 2023 MPR submitted on December 5, 2023
- December 2023 MPR submitted on January 4, 2024
- January 2024 MPR submitted on February 5, 2024
- February 2024 MPR submitted on March 7, 2024
- March 2024 MPR submitted on April 3, 2024
- April 2024 MPR submitted on May 3, 2024
- May 2024 MPR submitted on June 5, 2024
- June 2024 MPR submitted on July 3, 2024

In addition, the Study Team submitted technical memorandum 1 on July 2, 2024, and the draft report on July 1, 2024. The Study Team also submitted meeting minutes to DLD for the kickoff meeting, workshop, and other meetings.

1.8. Chapter Conclusion

This chapter provides the procedural framework of the study, showing how these tasks are connected to meet the goals and objectives of the study.

Chapter 2. Data Collection

2.1. Data Collection Efforts and Summary

Various types of information on DPS DLD management and operation were collected and reviewed for the successful completion of this study. The collected data will not only provide valuable insights to understand the current management and operation of DPS DLD, but also support diverse analyses that will be performed under each task. The analysis results will then be utilized to identify the deficiencies of DLD 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.

The Study Team worked closely with DPS to request necessary data and extensive data/information was obtained during this process. This chapter presents a comprehensive list of data obtained from DPS and how the study team analyzed the data. Table 2 summarizes most data obtained by the study team with brief description.

Table 2. Data Collection Summary

Name	Description	Nature of Data	Data Format	Data Application
210324 Appt Survey Feb 2021	Survey data for the appointment system	Qualitative	Excel spreadsheet	· Task 1 – Literature Review
Applus Data Dictionary	Data Dictionary of TxScheduler Database	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.1 – Data analysis · Sub-task 3.6 – Recommendation development
Applus Descriptors	Descriptors of TxScheduler Database	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.1 – Data analysis · Sub-task 3.6 – Recommendation development
Appointment System Customer Assessment	Customer assessment data for the appointment system	Quantitative	PDF	· Task 1 – Literature Review · Sub-task 3.6 – Recommendation development
Appropriations Process	An email explaining appropriation process with screenshots of reports	Qualitative/ Quantitative	Email	· Task 1 – Literature Review · Sub-task 3.6 – Recommendation development
BIT Site Visit Reports	Site visit reports prepared by the DPS BIT	Qualitative/ Quantitative	PDF	· Task 1 – Literature Review · Sub-task 3.1 – Site visit · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
BIT Recommendations Updated	Summary of BIT recommendations implemented by the DLO	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
Call Type Fiscal Year Data	Call center transaction data	Quantitative	Excel spreadsheet	· Sub-task 3.1 – Site visit selection · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development

Name	Description	Nature of Data	Data Format	Data Application
Combined Org and Strength Charts October 2023/December 2023	The number of FTEs Cap allocated to each Region and the number of vacancies	Quantitative	Excel spreadsheet	· Sub-task 3.1 – Site visit selection · Sub-task 3.4 – Employee data analysis · Sub-task 3.6 – Recommendation development
Comparative Analyses Customer Satisfaction	Customer's satisfaction survey analysis	Quantitative	PDF	· Task 1 – Literature Review
Copy of 405 DLD appt open ended with reg office	Survey results	Qualitative	Excel spreadsheet	· Task 1 – Literature Review
CSTIMS CDL Test Data	Records on CDL tests administered at CDL offices	Quantitative	Excel spreadsheet	· Task 1 – Literature Review
Customer Satisfaction Survey Data FY13-FY23	Customer service assessment survey analyze data conducted by UT Institute for Organizational Excellence	Quantitative	Excel spreadsheet	· Task 1 – Literature Review
Customer Service Assessment	Customer service assessment survey conducted by UT Institute for Organizational Excellence	Quantitative	PDF	· Task 1 – Literature Review
Deloitte_TX CSC Assessment	DPS Driver License Division Contact Center Assessment final report by Deloitte	Qualitative/ Quantitative	PDF	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
DL Call Center Data Template	DLD call center statistics	Quantitative	Excel spreadsheet	· Sub-task 3.1 – Site visit selection · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
DLD CAPPS SpeedChart Cross Reference	DLD CAPPS SpeedChart Cross Reference	Qualitative	Excel spreadsheet	· Task 1 – Literature Review

Name	Description	Nature of Data	Data Format	Data Application
DLD employee equivalent listing CY2020-2023 for UT study 12152023	DLD HR data	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.2 – DPS employee survey development · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
DLD Incident Tracking Sheet	Incident reported by the DLD employees by region	Qualitative	Excel spreadsheet	· Task 1 – Literature Review
DLD only terms 01012020-12312023 and counts 01082024	DLD HR data	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.2 – DPS employee survey development · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
Driver License Division (DLD) Facilities Master List	A detailed list of DLD Offices by region.	Quantitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.1 – Site visit selection · Sub-task 3.4 – Employee data analysis
Driver License System (DLS)	A database that contains transaction information	Quantitative	Online database	· Task 1 – Literature Review · Sub-task 3.1 – Data analysis · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
DPS Competency Templates	DPS Performance Evaluation Competency Templates	Qualitative	Excel spreadsheet	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
DPS DLD Focus Interviews 20220615	Focus interview study conducted by UT Institute for Organizational Excellence	Qualitative	Word	· Task 1 – Literature Review
Exceptional Item Request (EIR) files	Multiple EIR files	Qualitative	Word	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis

Name	Description	Nature of Data	Data Format	Data Application
				· Sub-task 3.6 – Recommendation development
Toyota Production System - Kaizen Driver License Carrollton R7 May 6 Final pptx	Carrollton Driver License Office Executive Review performed by Toyota Production System Support Center	Qualitative/ Quantitative	PowerPoint	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis
Fiscal Year 2023 Driver License Services Report	Fiscal Year 2023 Driver License Services Report	Qualitative/ Quantitative	PDF	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
Focus Interviews Executive Summary 20220615	Executive summary of the focus interview study conducted by UT Institute for Organizational Excellence	Qualitative	Word	· Task 1 – Literature Review
Internal Metrics for CTR	Internal metrics used by DLD	Quantitative	Email	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
Project RoadMap 2020-21	Project Road Map	Qualitative	PDF	· Task 1 – Literature Review · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development
Select DL Offices with addresses (003)	A list of recommended DLOs to visit	Qualitative	Excel spreadsheet	· Sub-task 3.1 – Site visit selection
TxScheduler Database	TxScheduler database that contains booking information	Quantitative	Online database	· Task 1 – Literature Review · Sub-task 3.1 – Data analysis · Sub-task 3.4 – Deficiency analysis · Sub-task 3.6 – Recommendation development

Name	Description	Nature of Data	Data Format	Data Application
Updated organization chart for DLD Chief Staff	DLD organizational chart	Qualitative	PDF	· Task 1 – Literature Review · Sub-task 3.4 – Organizational Structure Analysis
Utah and Georgia DLD Contact information	Contact information for Utah and Georgia DLD	Qualitative	Email	· Sub-task 3.4 – Deficiency analysis · Sub-task 3.5 - Incentivize Online Transactions · Sub-task 3.6 – Recommendation development
Various Email Communications*	Numerous email communications between DPS and the Study Team	Qualitative/ Quantitative	Email	· Throughout the entire course of the study

*Note: In addition to the data/information listed in Table 2, there are numerous email communications between UT Study Team and DPS, through which DPS answered many questions and provided useful information. Not all email communications were recorded in Table 2.

2.2. Chapter Conclusion

This chapter provides a summary of data collection efforts made by the study team. A table of data obtained from DPS was presented.

Chapter 3. Conclusion

This technical memorandum provides the procedural framework of the study, showing how these tasks are connected to meet the goals and objectives of the study. In addition, this technical memorandum offers a summary of data collection efforts made by the Study Team.

Following are some notable findings presented in this technical memorandum:

- The procedural framework illustrates how the six tasks are connected to meet the goals and objectives of the study;

- Extensive data in various formats has been obtained and analyzed by the Study Team to support study activities in different tasks;

- DPS employee survey and customer survey were developed and distributed;

- A series of interviews has been conducted to obtain more insights; and

- A draft report was prepared and delivered for DPS review

References

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