



THE UNIVERSITY OF TEXAS AT AUSTIN  
CENTER FOR TRANSPORTATION RESEARCH

## Technical Memorandum 2

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**Subject:** DPS-CTR IAC Contract – Technical Assistance to TxDPS Driver License Division, Technical Memorandum 2: Procedural Framework and Data Collection

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## **Executive Summary**

This technical memorandum contains three major chapters:

- Chapter 1 introduces procedural framework of the study and current status of surveys, workshops, interviews, EWG meetings, and customer focus groups.
- Chapter 2 illustrates data collection efforts and summarizes all the data obtained. Potential applications of each data are provided.
- 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. A table of all data obtained was presented and preliminary analyses of these databases were demonstrated. Efforts made by the study team in conducting surveys, workshops, interviews, EWG meetings, and customer focus groups is summarized and tabulated.

Following are some notable findings presented in this technical memorandum:

- The procedural framework illustrates how the 13 tasks are connected to meet the goals and objectives of the study;
- Extensive data in various formats has been obtained and is being analyzed by the study team to support study activities in different tasks;
- Preliminary analyses of datasets indicate useful information to the study team regarding various tasks;
- A detailed summary of addition efforts made by the study team in surveys, workshops, interviews, EWG meetings, and customer focus groups is provided; and
- Potential applications of each data obtained was discussed.

# Chapter 1. Procedural Framework

## 1.1. Procedural Framework Overview

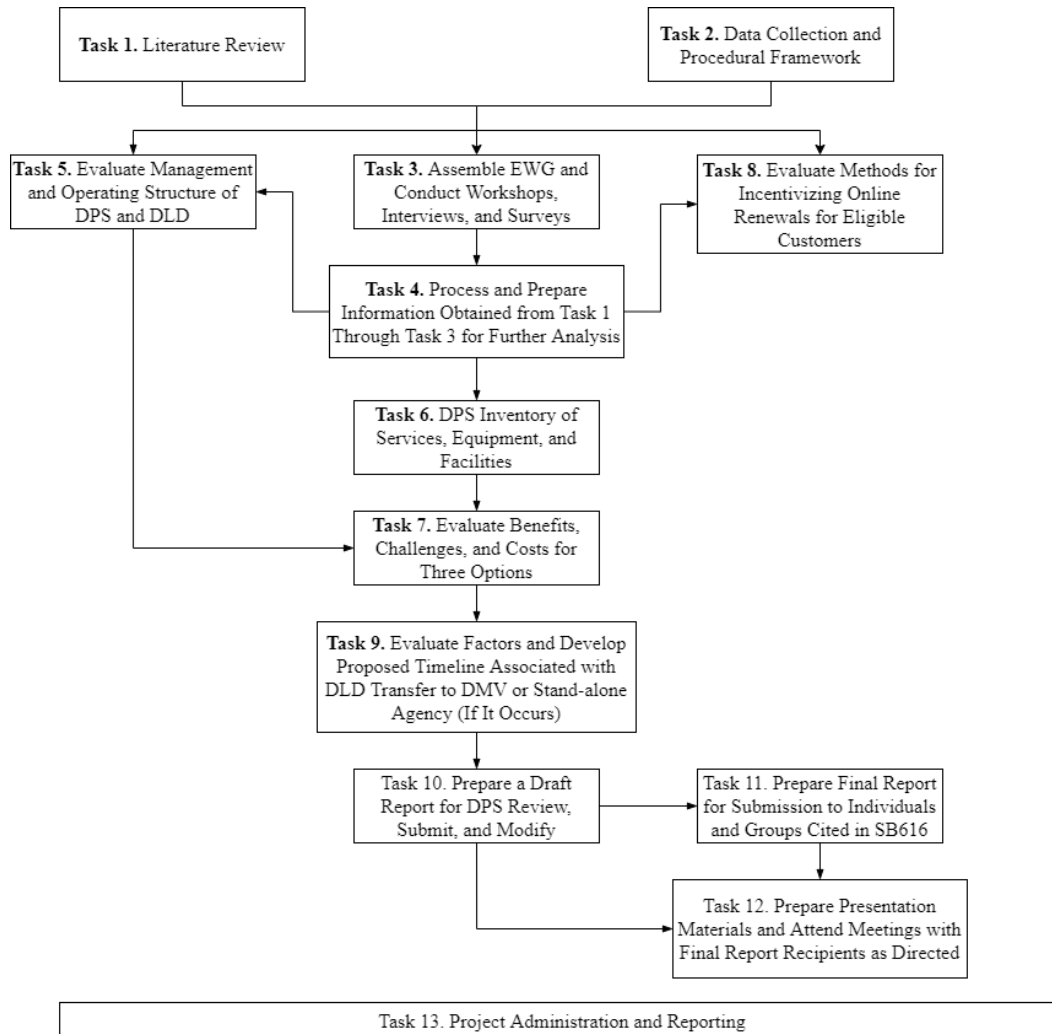
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While developing the proposal for this study, the study team developed thirteen tasks to logically guide the work and study the management, operating structure, opportunities, benefits, challenges, and costs for Texas Department of Public Safety (TxDPS) Driver License Division (DLD): keeping DLD in DPS; transferring DLD to Texas Department of Motor Vehicles (TxDMV); or creating DLD as a standalone agency.

As the tasks indicate, this study include the following major components:

- Literature review (Task 1)
- Data collection and summary (Task 2, Task 4)
- Workshops and interviews with expert working group and stakeholders (Task 3, Task 5)
  - Customer focus group meetings (Task 3)
  - Driver License and Permit Specialist focus group meetings (Task 5)
  - Driver License Division staff online workshop (Task 5)
- Conduct fact finding through surveys:
  - Customer surveys (Task 3, Task 8)
  - DPS employee surveys (Task 5)
- Evaluate the management and operating structures of DPS and DLD (Task 5)
- Prepare a budgetary analysis and summary for 3 Options: DLD remains at DPS, DLD moves to DMV, DLD becomes a stand-alone state agency (Task 6 and Task 7)
- Evaluate opportunities, benefits, challenges, and costs for the three options – keeping DLD in DPS, transferring DLD to DMV, or creating DLD as a standalone agency, if the transfer occurs, evaluate factors and develop proposed timelines associated with DLD transfer to DMV or creating a standalone agency (Task 9)
- Prepare final report for submission to individual and groups cited in SB 616 as well as prepare presentation material and attend meetings as directed (Task 10, Task 11, Task 12)
- Project administration and reporting (Task 13)

These different tasks and components 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 in Figure 1 showing the connections and relationships among tasks, following which this study will be conducted.



*Figure 1. The Procedural Framework for Conducting this Study*

As can be seen from Figure 1, this study begins 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. These 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 fingerprinted and photographed. All team members passed these requirements and were issued a photo ID / building entry badge to allow direct access to DPS

Headquarters, Building B. This allowed team members to directly schedule meetings with DPS staff and management.

Based on the literature review and data collection, the study team developed four surveys – two designated for the DLD driver license and ID card customers, two designated for DLD employees. In addition, the Team assisted an Expert Working Group member to develop a survey that that member distributed to Texas County Tax Assessor-Collectors. Each survey asks a series of questions to obtain important information and facts. For example, in one of the customer surveys, the public are asked about the wait time, processing time and transaction time of their recent visit to DLD. In addition, the study team asked the customers about their ratings for wait time and processing time, and overall experience of DLD Management and Operations. More detailed discussions about surveys are provided in Section 1.3.

While conducting online surveys with both customers and DLD employees, the study team evaluated the management and operating structure of DLD and conducted various analyses on quantifying the benefits and costs associated with the three options.

All the study analyses, calculations, findings, and recommendations will be provided in the final report with appendices. The study team will also prepare presentation materials and attend meetings as directed. Project management and administration is performed throughout the whole study process.

## **1.2. Literature Reviewed**

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The study team conducted a comprehensive literature review of the current best practices of DLD management and operations across the U.S. While conducting the literature review, the study team investigated factors causing long wait times and customer complaints, as well as different actions taken by agencies to improve this.

The study team documented the information obtained from the literature review in Tech Memo 1.

## **1.3. Survey Distribution**

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In order to collect individual opinions from the customers and DLD employees, the study team developed four surveys with different objectives and distributed the surveys to appropriate target groups. All four surveys complied 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). Administration of all four surveys is ongoing and responses continue to be collected. In addition, CTR assisted a DPS Expert Working Group (EWG) member to prepare a survey which he distributed to other County Tax Assessor Collectors to get feedback from Tax Assessor-Controllers on the location of DLD and DL



services, with a secondary goal of gauging EWG interest. The names of interested parties and contact information they gave was provided to the study team so that they could invite two additional TACs to join the EWG.

### **1.3.1. Customer survey to obtain driver license and ID card holder's experiences on DLD Services**

The study team designed an online survey through Qualtrics™ professional survey software to collect Texas driver license and ID card holder's recent experiences on getting a new, renewing, or replacing their driver's license or ID card at a DLO. The survey requests information about customer's experiences and opinions regarding DLOs or Mega-Center facilities, management, efficiency, DLD employee service and other aspects of the program. The survey was developed in both English and Spanish. Email invitations with two survey URLs were distributed to the public. The first URL links the DPS-DLD customer directly to the survey, while the 2<sup>nd</sup> URL linked the Customer to the CTR website where the customer can have a better understanding of the purpose of the study and access the Qualtrics survey.

In order to increase the number of survey responses and cover all areas, the study team:

- Extracted customer email addresses from Driver License System (DLS) maintained by DLD.
  - Period: January 2018 to February 2020
- Used an email database from a previous study, data source including city chambers of commerce lists, company emails for a wide range of services and occupations, city and county governments, public and private universities, and Texas associations and advocacy groups, and etc.;
- Contacted high school principals or Independent School District Supervisors requesting that they provide access to the survey link to high school students who might have a Class I or II Learners Permit, a Type C license, or an ID card.

The study team also worked with DPS to distribute posters in both English and Spanish to each DLO and Mega Center. The poster provides a quick response (QR) code and URL to access the survey which is provided in English or Spanish versions. The posters were placed in DLO waiting room areas for easy access by customers while waiting for service, as shown in Figure 2.



*Figure 2. Customer Survey Poster in both English and Spanish*

This online customer survey was approved by IRB on November 4, 2019. The study team first published the survey online on November 11, 2019. The first round of email invitation distributions began on November 11, 2019 and ended on February 11, 2020. Email invitations (extracted from DLS) were sent to customers who got a new license or renewal from January 2019 to September 2019. A total of 2.7 million invitations were sent and 19,569 100% completed surveys were received. The study team also received 520 completed surveys through QR code placed in DLOs. In addition, the study team requested high school principals or Independent School District supervisors to provide access to the survey link to their high school students who might have a Class I or II Learners Permit, a Type C license, or an ID card. A total of 392 surveys from students 17 years old or younger were received.

The second round of email invitation distributions for customers who got a new or renewed their license or ID card between October 2019 and February 2020. These customers would have received service after DPS – DLD had hired hundreds of new DLO and Mega-center employees using funds provided by the legislature. A third survey distribution is planned to cover the period January – December 2018.

To summarize, as of March 2, 2020, a total of 25,960 surveys have been received for DLD customer service analysis, including 24,954 100% completed surveys and 1,006 86% completed surveys which contains sufficient information to make them useful and worth including in the database. This survey is still ongoing and all detailed survey statistics, analyses, and findings will be provided in Technical Memorandum 3 and the final report to be submitted.

### **1.3.2. Customer survey to incentivize online transactions for eligible individuals**

The study team developed a second online customer service survey using Qualtrics™ which addresses Task 8 ‘Incentivize online transactions for eligible individuals. Texas driver license and ID card holders. The survey will obtain information about:

- 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.

Email invitations have been emailed using the same customer recipient group described in Section 1.3.1. (The first Customer Service distribution). Customers can access the survey by clicking the URL.

This customer survey was made available to public on December 12, 2019. As of March 2, 2020, the study team has sent out 332,000 survey invitations and received 6,702 100% completed responses. This survey is still ongoing and an additional 1.6 million email invitations will be distributed using the Qualtrics email distribution system. Detailed survey statistics, analyses, and findings will be provided in Technical Memorandum 8 and the final report to be submitted.

### **1.3.3. DLD employee survey to customer service representatives (CSR) or license and permit specialists (LPS)**

In order to have better understanding of how DLD functions and determine possible recommendations for improvement, the study team developed an online survey through Qualtrics, and distributed exclusively to DLD employees with CSR or LPS titles. These employees are those who process new or renewal driver’s license and ID cards and work directly with customer.

The employees were asked about their working experience with DLD, monthly salary, job satisfaction (regarding customers, supervisor, DPS support, DLD management, holiday benefits, etc.), transaction time for original and renewal DL or ID card, numbers of complaints received every week, and any ideas to help DLD reduce wait times. A complete list of 2,048 CSR and LPS DLD employee contacts was obtained from DPS. Email invitations were sent to these employees. The URL leads the employee to CTR website where the employee can have a better understanding of the purpose of the study and access the Qualtrics survey.

This employee survey was made available to DLD employees on December 7, 2019. There were multiple emails sent to invite/remind employees of the survey. As of January 23, 2020, the study team has received 931 responses out of 2,048 employees invited. Although the study team indicated that employees should complete the survey by December 20, 2019, this survey is still ongoing and responses will be recorded for analyses. All detailed survey statistics, analyses, and findings will be provided in Technical Memorandum 3, Technical Memorandum 5, and the final report to be submitted.

#### **1.3.4. DLD employee survey to non - CSR or LPS job titles**

The study team developed a second online DLD employee survey through Qualtrics to collect opinions from employees with non-CSR or LPS job titles. The survey uses the same basic survey in Section 1.3.3 but with added and deleted customized questions. For example, in this survey, the study team deleted specific questions related to customer service experience and added a section that contains questions about morale and a potential transfer of DLD.

The employees were asked to rate their morale regarding their particular job and compared with their morale one year ago. In addition, the employees are asked about their opinions on transferring DLD to DMV or creating DLD as a standalone state agency. A complete list of 255 non – CSR and LPS DLD employee contacts was obtained from DPS. Email invitations were sent to these employees. The URL leads the employee to CTR website where the employee can have a better understanding of the purpose of the study and access the Qualtrics survey.

This employee survey was made available to DLD employees on February 21, 2020. In the invitation email, the study team indicated that employees should complete the survey by March 6, 2020. As of March 2, 2020, the study team has received 121 responses out of 255 employees invited. This survey is still ongoing and responses will be recorded for analyses. All detailed survey statistics, analyses, and findings will be provided in Technical Memorandum 3, Technical Memorandum 5, and the final report to be submitted.

#### **1.3.5. Tax Assessor-Collector Survey**

The study team worked to support a DPS Expert Working Group member, who is a County Tax Assessor Collector, to develop an online survey through Qualtrics™ to get feedback from Tax Assessor-Collectors on the location of DLD and DL services, with a secondary goal of determining if other Tax Assessor Collectors from different regions of the state would be interested in joining the EWG. The survey contained questions regarding opinions related to driver license operations - fifteen counties have chosen to perform driver license and ID card replacements

and renewals as authorized by state law. Counties are free to participate or not in servicing Driver license and ID card transactions.

This survey was approved by DPS and made available to tax assessor-collectors on March 13, 2020. Larry Gaddes, Chairperson of the Association of County Tax Assessor Collectors, distributed the survey to 31 Tax Assessor/Collectors from various size counties and locations throughout the state. Email invitations have been sent. As of March 31, 2020, the study team has received 21 responses. This survey is still ongoing and more responses will be recorded for analyses. All detailed survey statistics, analyses, and findings will be provided in Technical Memorandum 7 and the final report to be submitted.

Table 1 summarizes all five ongoing surveys developed by the study team.

**Table 1. Summary of Five Surveys as of March 2, 2020**

| <b>ID</b> | <b>Target</b>                              | <b>Purpose</b>  | <b>Start Date</b> | <b>Number of Invitations Sent to date</b> | <b>Number of Valid Responses Received to date</b> |
|-----------|--|---|-------------------|---|---|
| 1         | Texas DL or ID card holder                 | Customer's experiences and opinions regarding DLOs or Mega-Center facilities, management, efficiency, DLD employee service and other aspects of the program   | November 11, 2019 | 3.275 million                             | 25,960  |
| 2         | Texas DL or ID card holder                 | Incentivize online transactions for eligible individuals  | December 12, 2019 | 332,000                                   | 6,702   |
| 3         | DLD employees with CSR or LPS job title    | Have better understanding of how DLD functions from CSR/LPS point of view and determine possible recommendations for improvement  | December 7, 2019  | 2,048                                     | 931*  |
| 4         | DLD employ with non - CSR or LPS job title | Have better understanding of how DLD functions from non-CSR/LPS point of view and determine possible recommendations for improvement  | February 21, 2020 | 255                                       | 121   |
| 5         | County Tax Assessor-Collectors             | Administered by a DPS EWG member with support by the study Team. Identify TAC members from other parts of the state interested in serving on the EWG. Obtain Tax Assessor-Collector's opinion on DLP's management of DLD, DMV's management of vehicle titling and registration, and Tax Assessor-Collector's role in case of transfer | March 13, 2020    | 31  | 21**  |

Note: \*As of January 23, 2020.

\*\*As of March 31, 2020.



## 1.4. Workshop, Interviews, EWG Meetings, and Focus Groups Conducted

The study team conducted a series of workshops, focus group meetings, and interviews to present current findings and gain additional information.

### 1.4.1. Workshops

#### 1.4.1.1. DLD employee workshop with CSR and LPS

The study team has conducted 6 individual employee focus group meetings at 3 locations to discuss the results of the DPS employee survey and customer service survey data. Each focus group meeting was scheduled for 2 hours. The focus group meeting audience included DLD field employees with CSR or LPS job titles with the purpose of discussing their interactions with the public and opportunities to improve processes and efficiency. In order not to impact employee's working hours, all workshops were scheduled on Saturdays and all workshops are volunteer-based. The study team first presented the current survey (both customer survey and employee survey) findings to the attendees. The study team then discussed selected ideas/comments submitted for improvement with the employees.

Figure 3 shows one of the focus group meetings that was held in Houston. Table 2 lists details of all 6 workshops.



Figure 3. Workshop in Houston. Session: 1:30 pm to 3:30 pm. February 22, 2020

**Table 2. Summary of DLD CSR and LPS Workshops**

| <b>ID</b> | <b>Date and Time</b>                     | <b>Location</b>  | <b>Region</b>          | <b>Number of Attendees</b> | <b>Study Team Representatives</b>                  |
|-----------|--|--|------------------------|----------------------------|--|
| 1         | February 8, 2020<br>10:00 am to Noon     | 1415 E. Blanco, Ste 2,<br>Boerne, Texas 78006                          | Region 6A              | 11                         | Darren Hazlett<br>Zhe Han                          |
| 2         | February 15, 2020<br>10:00 am to Noon    | 1404 Lubbock Business<br>Park Blvd, Suite 100,<br>Lubbock, Texas 79403 | Region 5               | 16                         | Darren Hazlett<br>Michael Murphy                   |
| 3         | February 22, 2020<br>9:30 am to 11:30 am | 12230 West Rd,<br>Houston, Texas 77065                                 | Region 2A<br>Region 2B | 34                         | Darren Hazlett<br>Michael Murphy<br>Zhe Han        |
| 4         | February 22, 2020<br>1:30 pm to 3:30 pm  | 12230 West Rd,<br>Houston, Texas 77065                                 | Region 2B              | 23                         | Darren Hazlett<br>Michael Murphy<br>Zhe Han        |
| 5         | February 29, 2020<br>9:30 am to 11:30 am | 12230 West Rd,<br>Houston, Texas 77065                                 | Region 2A              | 18                         | Darren Hazlett<br>Lisa Loftus-Otway<br>Taehoon Lim |
| 6         | February 29, 2020<br>1:30 pm to 3:30 pm  | 12230 West Rd,<br>Houston, Texas 77065                                 | Region 2C              | 11                         | Darren Hazlett<br>Lisa Loftus-Otway<br>Taehoon Lim |



In addition, after analyzing survey data from Section 1.3.4, the study team is going to have one more DLD employee workshop with non- CSR or LPS job title employees. The exact time, location, and number of attendees are to be determined.

#### **1.4.1.2. Workshop with Expert Working Group (EWG) and other stakeholders**

DPS developed an Expert Working Group with 27 members (detailed composition can be found in Section 1.4.3). In order to obtain more insights from various stakeholders to inform the study, a workshop with EWG and other stakeholders has been scheduled from 9:30 am to 3:30 pm on March 27, 2020. The workshop was held at 5805 N. Lamar Blvd, Austin, Texas 78752 – TxDPS Building C. However, this on site workshop was cancelled due to COVID-19 pandemic as an effort of social distancing to reduce the risk of spreading the virus.

Under current circumstances, following University rules and City of Austin ‘Stay Home – Work Safe’ Order (City of Austin, 2020), the study team has now transitioned to planning 6 breakout sessions conducted using online meeting tools, such as Webex. The 6 breakout sessions covers the following topics (if needed, the study team may add topics to ensure all topics/themes are covered):

- Breakout session #1 Topic: Customer service
- Breakout session #2 Topic: Law enforcement, security, and REAL ID
- Breakout session #3 Topic: Role of counties as potential partners
- Breakout session #4 Topic: Staffing, personnel, and organizational culture
- Breakout session #5 Topic: Management, efficiency, oversight, and performance outcomes
- Breakout session #6 Topic: IT support and capabilities

One or more researchers from the study team will prepare a list of questions to discuss for each of the topics. Topic leaders will identify potential invitees based on their experience and knowledge to ensure the best quality of the discussion. The breakout session focuses on discussing the topic and questions of interest that would best be suited with the attendees. Topic leaders shall organize the breakout session and coordinate with invitees to determine the date and location most convenient for their group. The invitees could RSVP the topic leader which would provide a better circumstance for preparing materials, choosing the meeting room location, size, and layout. Each breakout session is scheduled for approximately 3.5 hours and held either in the morning or afternoon as best fits the schedules of that Topics group of attendees. More than one session can be held on the same day, but at different locations.

The study team is finalizing the list of questions and invitees of each breakout session. All detailed workshop discussions, recommendations, and findings will be provided in Technical Memorandum 3, Technical Memorandum 5, and the final report to be submitted.

### **1.4.2. DLD Employee Interviews**

The study team performed several interviews with DLD personnel (e.g., directors, regional managers, and employees), and related stakeholders to review operations and asked a series of questions about processes and interactions with DLD Austin Headquarter.

- November 15, 2019: met with Megahan Frkuska and Brian Riemenschneider to discuss preliminary review of DLD contracts and data in Austin, Texas
- February 8, 2020: met with Lori Carlsson and DLO staff in Boerne, Texas
- February 14 - 15, 2020: met with Tom Valdez (Region 5 manager) and other Lubbock DLO staff in Lubbock, Texas  
February 22, 2020: met with Sylvia Guerra (Region 2 manager) and Amelia Flores (Southeast Region manager) and DLO / Mega Center Staff from Houston North Mega Center, Houston Dacoma, Spring, Houston East, Baytown and Humble at the Region 2 Office in Houston, Texas
- February 29, 2020 met with Sylvia Guerra (Region 2 manager), Amelia Flores (Southeast Region Manager) and DLO Mega Center staff from Houston Gessner Mega Center, Houston Southeast Mega Center, and Rosenberg Mega Center in Houston, Texas
- February 26, 2020: met with Amanda Arriaga, Sheri Gipson, and Mizie Herklotz from DLD to discuss data request for Task 6, Task 7, and Task 9 in Austin, Texas
- February 27, 2020: met with Whitney Brewster and Shelly Mellot to discuss the Study main tasks and to request an opportunity to meet with the TxDMV board members to discuss ideas about a possible transition of DLD to TxDMV. Discuss ideas about future meetings with TxDMV staff level managers and data request for Task 6, Task 7, and Task 9 in Austin, Texas
- March 5, 2020: met with Larry Gaddes at Williamson County Tax Office to gather preliminary information regarding tax assessor role for vehicle titling and licensing out of DMV in Georgetown, Texas

The study team will continue interviewing DLD personnel and related stakeholders. The complete list of questions and answers, as well as detailed interview discussions, recommendations, and findings will be provided in Technical Memorandum 3 and the final report to be submitted. It is noted that the COVID-19 social distancing, sheltering and work from home requirements have placed greater demands on the study team to accomplish information collection from individuals and other agencies, though progress is being made.

### 1.4.3. Expert Working Group (EWG) Meetings

As indicated in Section 1.4.1.2, the study team worked closely with DPS to identify the list of EWG members with 27 representatives from:

- TxDPS DLD (12)
- TxDMV (1)
- Secretary of State (1)
- Counties/Cities (12):
  - Taylor County, Hansford County, Burleson County, Caldwell County, La Salle County, Sabine County, Madison County, Pecos County, Falls County, Garza County, Oldham County, and Karnes County.
- Tax Assessor Collector (Williamson County) (1)

The first EWG meeting was conducted at 9:00 am to 11:00 am on February 6, 2020. The meeting location was DPS Building A - Director's Conference Room, Austin, Texas. About 26 EWG members and study team members attended this meeting in person. Although a WebEx was provided for people who could not attend in person, no one called in during the EWG meeting. The study team first gave presentations and updates on the following topics:

- Project overview – purpose and goals
- Section 1.3.1 customer survey preliminary findings
- Section 1.3.2 customer survey preliminary findings
- Section 1.3.3 DLD CSR and LPS employee survey preliminary findings
- Focus group meeting updates
- Budget and related analyses for 3 option comparisons
- Nemo-Q data analyses and AnyLogic process modeling updates
- Literature review findings

During the presentation, EWG members asked questions, provided feedback and suggestions. Then there was open discussion on various issues related to the study.

The study team plans to hold another EWG meeting in the near future to further discuss management and operations of DLD. The exact date and location of the second EWG meeting are to be determined.

All detailed EWG meeting discussions, recommendations, and findings will be provided in Technical Memorandum 3 and the final report to be submitted.

The objective of customer focus groups is to gather information on customer's experiences at a driver license office, and attitudes about on-line and in-person driver license renewal. The targeted customer group is Texas driver license and/or ID card holder who visited DLO within the last six months. The study team recruited three focus groups in Austin area. Each focus group contained about 8-10 people. The study team expects to obtain valuable opinions and experiences from the customers through these focus groups, which will contribute information that could not be obtained through other information gathering methods.

[illegible]

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*Figure 5. Customer Focus Group Recruiting - Facebook Post (Posted on January 30, 2020 and re-posted on February 3, 2020)*

A brief description of the focus groups, reason for collecting data, and link to Qualtrics screener page (<http://bit.ly/dpsstudy>) were provided. The online screener asked about ten demographic questions to identify if participants match the criteria for selection into the study. These questions included:

- a brief description of when and for what reason customers interacted with the Driver License Division;
- whether the participant is at least 18-years-old;
- whether the customer can speak and understand English;
- gender;
- highest level of education;
- zip-code of where they currently reside;
- a five-point Likert scale question about their level of satisfaction with their Driver License Division visit; and
- an open ended follow up question of their satisfaction rating.

The screener also provided a place to input phone and email contact information so that the study team can remind the participants about the focus group meeting. Contact information of selected study team members was also provided in case participants would like to be screened over the phone instead of filling out the screener online. In order to attract more participants, both email requests and the online screener mentioned that participation in focus groups would include \$40 compensation for transit and time in the focus group for 1.5 hours. Only customers that match the criteria will be selected as focus group participants. The compensation for participation was not funded through the study, but rather through

other funding sources managed by a faculty team member. It is emphasized that the incentive to participate in the focus group meeting was not funded through this study or using state funds. A team member used their faculty funding account to pay for these incentives.

The study team successfully recruited 23 participants and conducted 3 customer focus group meetings on February 12, 2020:

- First focus group: 3:00 pm to 4:30 pm, February 12, 2020. Number of participants: 11
- Second focus group: 5:30 pm to 7:00 pm, February 12, 2020. Number of participants: 6
- Third focus group: 7:30 pm to 9:00 pm, February 12, 2020. Number of participants: 6

Focus group meetings were held at 6633 E Highway 290, #201, Austin, TX 78723. All three focus group meetings contained two parts – in the first part, participants rated and discussed their satisfaction level on different aspects based on recent transaction with DLD; in the second part, the participants were asked to provide potential suggestions for future DLD improvement and their opinions on the three options for DLD. More specifically, the focus group procedure is:

*First Part:*

1. Complete a rating sheet prepared by the study team on different aspects of recent experience with the Driver License Division, including ratings on DLD website, phone center, facility condition, check-in process, Kiosks efficiency, seating area, and overall DLD service (3 minutes)
2. Review screener criteria (2 minutes)
3. Review confidentiality (2 minutes)
4. Introduction to focus group guidelines (3 minutes)
5. Introduction to focus group participants (3 minutes)
6. Activity of ranking items by satisfaction (5 minutes)
7. Discussion of Satisfaction with Rating Items (43 minutes)
  - a. Website (5 minutes)
  - b. Phone Service (5 minutes)
  - c. Preparation for Visit (5 minutes)
  - d. Location Choice (5 minutes)
  - e. Outside Facility Description (5 minutes)
  - f. Inside Facility Description (7 minutes)

- g. Employee Interactions (5 minutes)
  - h. Driver License Testing (3 minutes)
  - i. Texas ID Card Services (3 minutes)
8. Break and Importance Rating Sheet (5 minutes)

*Second Part:*

- 9. Go behind glass
- 10. Activity of ranking items by importance on wall (5 minutes)
- 11. Suggestions for DLD service improvement (5 minutes)
- 12. Review DLD three options (keep in DPS, transfer to DMV, or create a standalone agency) (5 minutes)
- 13. Concluding Comments (5 minutes)

At all times during the process of the recruitment and participation, respondents can choose to stop their participation without penalty.

Lots of useful information was obtained through the focus group from the perspective of customers. All detailed customer focus group discussions, recommendations, and findings will be provided in Technical Memorandum 3 and the final report to be submitted.

## **1.5. Chapter Conclusion**

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This chapter 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 chapter documents efforts in conducting surveys, workshops, interviews, EWG meetings, and customer focus groups.

## **Chapter 2. Data Collection**

### **2.1. Chapter Overview**

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Various types of information on DPS DLD management and operation should be thoroughly collected and reviewed for the successful completion of this study. The collected data will not only provide valuable insights to understanding 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 develop possible improvements for the DLD operation as well as provide recommendations for the three DLD options: stay at DPS, transfer to DMV, or create a standalone state agency.

The study team worked closely with DPS to request necessary data and extensive data/information was obtained during this process. First, this chapter presents a comprehensive list of data obtained and how the study team is going to analyze the data. Then, preliminary analyses of some data sources are presented. At last, additional data collection efforts, such as surveys and focus group meetings are described. Table 3 summarizes all data obtained by the study team so far with brief description.



**Table 3. Data Collection Summary\***

| <b>Name</b>  | <b>Description</b>   | <b>Nature of Data</b> | <b>Data Format</b> | <b>Data Application</b>  |
|--|--|-----------------------|--------------------|--|
| CSTIMS CDL Test Data                                 | Records on CDL tests administered at CDL offices   | Quantitative          | Text               | · Provide general information on numbers of commercial driving tests performed by DLD. Obtained from Commercial Skills Test Information Management System (CSTIMS)   |
| DPS Employee Data                                    | Detailed records on each DPS employee such as their departments, state job codes and salaries. | Quantitative          | Excel spreadsheet  | · Task 5 - To learn the number of DPS employees, titles, salaries, and the turnover rate / collect DPS employees' email addresses for an email survey.   |
| DPS Job Posting Data                                 | DPS job posting records  | Quantitative          | Excel spreadsheet  | · Task 5 - To learn how many job openings there have been by positions and the number of applicants for each posting.  |
| DPS Organization Charts                              | Organization charts for different divisions in DPS   | Qualitative           | Excel / PowerPoint | · Task 5 and Task 7- To learn the management structure of DPS.   |
| Driver Education Student Collision Report            | Summarized traffic collisions that involved student drivers                                    | Quantitative          | Excel spreadsheet  | · Provide general information on student driver education and safety   |
| DLD 508 Position Report                              | The number of FTEs allocated to the DLD divisions and DPS DL Regions as of December 11, 2019   | Quantitative          | Excel spreadsheet  | · Task 5 – To evaluate the current operating structure of DLD and the DLD budget allocations.<br>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.                  |
| Driver License Division (DLD) Facilities Master List | A list of DLD Offices.   | Quantitative          | Excel spreadsheet  | · Task 3 - To learn characteristics of DL offices.<br>· Task 6 - To develop a comprehensive inventory for DLD.<br>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |

| <b>Name</b>   | <b>Description</b>   | <b>Nature of Data</b> | <b>Data Format</b> | <b>Data Application</b>   |
|---|--|-----------------------|--------------------|---|
| Driver License Division (DLD) Inventory Department List | A list of DLD departments.   | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 6 - To develop a comprehensive inventory for DLD.</li> <li>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.</li> </ul>  |
| Driver License Division (DLD) Inventory List            | A list of equipment managed by DLD.  | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 6 - To develop a comprehensive inventory for DLD.</li> <li>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.</li> </ul>  |
| DLD Self-fund Analysis Results                          | Detailed calculations in analyzing the DLD self-funding feasibility.                       | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 5 – To evaluate the DLD budget and budget allocations.</li> </ul>   |
| DLD Standard Data (FY17 - FY18)                         | Basic operational statistics for DLD (e.g., the numbers of FTEs, transactions, and tests). | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 1, Task 3, Task 5, and Task 7 - To get a brief overview on the operational aspects of DLD.</li> <li>· Task 8 - To obtain estimates on the number of transactions that could be processed online.</li> </ul> |
| DLD Vehicle Data  | Fleet management data  | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 6 - To develop a comprehensive inventory for DLD.</li> <li>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.</li> </ul>  |
| DL Office Building Occupancy Approximation              | Estimated maximum occupancies for DLOs.  | Quantitative          | Excel spreadsheet  | <ul style="list-style-type: none"> <li>· Task 3 - To obtain maximum building occupancies for a DL office queue simulation.</li> </ul>   |
| DL Service Process Flows                                | Process flows for different types of service provided by DLD (e.g., DL, CLP and CDL).      | Qualitative           | PowerPoint         | <ul style="list-style-type: none"> <li>· Task 1, Task 3, and Task 5 - To understand the structure and complexity of the service provided by DL offices.</li> </ul>  |
| Optimal Driver License Office Staffing Model            | Estimated optimal numbers of staffs for DLOs with different sizes and equipment            | Quantitative          | PDF                | <ul style="list-style-type: none"> <li>· Task3 and Task 5 - Can serve as a benchmark in examining understaffing issues of DL offices</li> </ul>   |

| Name                                      | Description  | Nature of Data | Data Format       | Data Application  |
|---|--|----------------|-------------------|---|
| DLS Transactional Database                | Records on DLD customers and their transactions processed by DL offices. Three lists of Customer email addresses, covering period from Jan 2018 to Feb 2020. | Quantitative   | Text              | <ul style="list-style-type: none"> <li>Task 1 - To acquire basic statistics on the number of transactions processed by DLD.</li> <li>Task 3 - To harness detailed information on transactions processed by DLD / collect DLD customers' email addresses for an email survey.</li> </ul> |
| NEMO-Q Transaction Data                   | Transaction data recorded by the NEMO-Q queueing system installed at 77 DL offices (e.g., timestamps and types of service).                                  | Quantitative   | Text              | <ul style="list-style-type: none"> <li>Task 1 - To evaluate the current transaction times.</li> <li>Task 3- To compare the results from the customer survey and prepare inputs for a DL office queue simulation.</li> </ul>   |
| Road Test Data                            | Records on road tests administered at each DL offices (e.g., road test types and test results).  | Quantitative   | Excel spreadsheet | <ul style="list-style-type: none"> <li>Provide general information on numbers of driving tests performed by DLD</li> </ul>  |
| Sunset Office Reallocation Recommendation | A proposed closure list of DLOs, which was prepared by DLD in responding to the Sunset Advisory Commission's inquiries.                                      | Quantitative   | Excel spreadsheet | <ul style="list-style-type: none"> <li>Task 5 – To evaluate the current DLD operations.</li> <li>Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.</li> </ul>  |
| Texas House District Maps                 | Maps for each House District along with locations of DL and CDL offices in the District.   | Qualitative    | PDF               | <ul style="list-style-type: none"> <li>All tasks - To obtain general understanding on the geographic boundaries of the House Districts with DL office locations.</li> </ul>   |
| Texas Senate District Maps                | Maps for each Senate District along with locations of DL and CDL offices in the District.  | Qualitative    | PDF               |   |
| DL ICCs with County Judges                | A list of 12 counties who have chosen to process driver license replacements and renewals with Senate Bill number.   | Qualitative    | Excel spreadsheet | <ul style="list-style-type: none"> <li>Task 5 – To evaluate the current DLD operations.</li> <li>Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.</li> </ul>  |

| <b>Name</b>                                      | <b>Description</b>  | <b>Nature of Data</b> | <b>Data Format</b> | <b>Data Application</b>  |
|--|---|-----------------------|--------------------|--|
| DMV HR Data through open request                 | Complete TxDMV HR data as of December 17, 2019  | Quantitative          | Excel              | · Task 5 – To evaluate the current DLD operations.   |
| TxDMV Transition Report                          | Report and recommendations on the transfer of obligations, property, full-time equivalent positions, rights, powers, and duties from TxDOT to TxDMV | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| TxDMV Organizational Assessment Project Charter  | Detailed description of specific business goals and objectives  | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| FY 2019 TxDMV Fund Revenue & Expenses            | Revenues, operating expenses, fringe benefits, and adjusted net cash balances for FY2019 TxDMV  | Quantitative          | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| P&H Rules Summary Document                       | Data on cost estimates and legislative funding requests made when DMV became an independent agency from TxDOT                                       | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| P&H Rule Briefing Board Meeting                  |   | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| P&H Board Scenario                               |   | Quantitative          | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| H.B. 1515 Fiscal Note                            | Cost estimate, method of finance, and fiscal implications to local governments  | Quantitative          | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| Fiscal Notes for various sessions re DL Transfer | Fiscal notes for various sessions on cost estimate, fiscal analysis, methodology, and local government impact                                       | Quantitative          | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |

| <b>Name</b>  | <b>Description</b>  | <b>Nature of Data</b> | <b>Data Format</b> | <b>Data Application</b>  |
|--|---|-----------------------|--------------------|--|
| 81(R) HB 3097 - Engrossed version - Bill                     | The bill that creates DMV as an independent agency  | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.   |
| TxDMV Website EWR User Test Collected Feedback               | Beta testing information on its new website, as well as some information from a focus group used when designing the new website | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.   |
| Performance Measure Report – TxDMV KPIs                      | Data on the 92 (KPI) performance measures from August 2019 to January 2020  | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.   |
| TxDMV Organizational Culture                                 | Organizational Climate Assessment   | Qualitative           | PDF                | · Task 5 – To evaluate the current DLD operations.<br>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| Survey of Employee Engagement                                | Results of employee engagement survey to help understand leadership planning and organizational development efforts             | Quantitative          | PDF                | · Task 5 – To evaluate the current DLD operations.<br>· Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options. |
| Vehicle Titles and Registration Division County Regional Map | Regional map of Vehicle Titles and Registration Division  | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.   |
| TxDMV Telecommuting Policy                                   | TxDMV Telecommuting Guidelines  | Qualitative           | PDF                | · Task 7 - To evaluate benefits, challenges, and costs for the three DLD transfer options.   |

\*Note: the study team is still requesting and receiving various data and documents from DPS, DMV, and other organizations. All data and documents will be added after reception.

## 2.2. Preliminary Analyses of Selected Data

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This section summarizes selected data sources that can be used to learn current DPS DLD management and operations. Although there are a few public data sources (e.g., DLD High Value Data Sets) identified by the study team, the study team obtained most data by requesting DPS DLD due to their confidentiality.

### ***Texas House District and Senate District Maps***

The study team obtained Texas House District and Senate District Maps from DLD on December 18, 2019. The maps present locations of third-party Commercial Driver License (CDL) testing sites as well as DPS's Driver License (DL) and CDL Offices in each House District and Senate District.

### ***Driver Education Student Collision Report (FY11 - FY16)***

Driver Education Student Collision Reports for the fiscal years from 2011 through 2016 were received from DLD on December 10, 2019. These data summarized the number of traffic collisions that involved student drivers by methods of driving education (i.e., commercial driving schools, public schools, and parent-taught driver education).

### ***DLD Standard Data (FY17 and FY18)***

DLD Standard Data were sent by DLD on December 10, 2019. The dataset included various descriptive statistics that could provide an overview on the current operational aspects of DLD. For example, the data included, but were not limited to, the numbers of FTEs in each department, DL offices by size, transactions by types and DL calls received. In addition, the Standard Data for FY18 had the estimated numbers of renewals and duplicates that could have been processed online for each DL office. Figure 6 illustrates the number of possible online renewals and duplicates for the top five DL offices in terms of the total number of transactions.

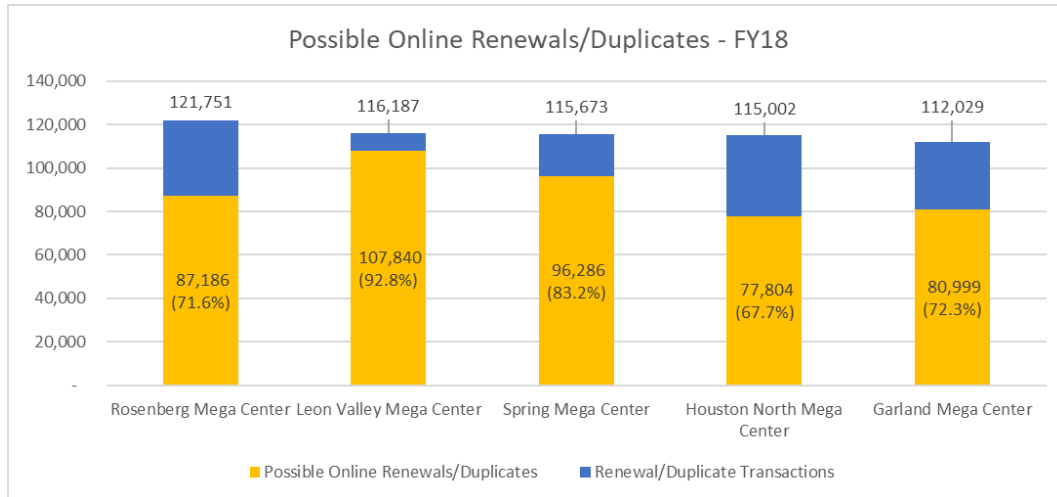


Figure 6. Possible Online Renewals and Duplicates for FY2018

### ***DLD 508 Position Report - December 2019***

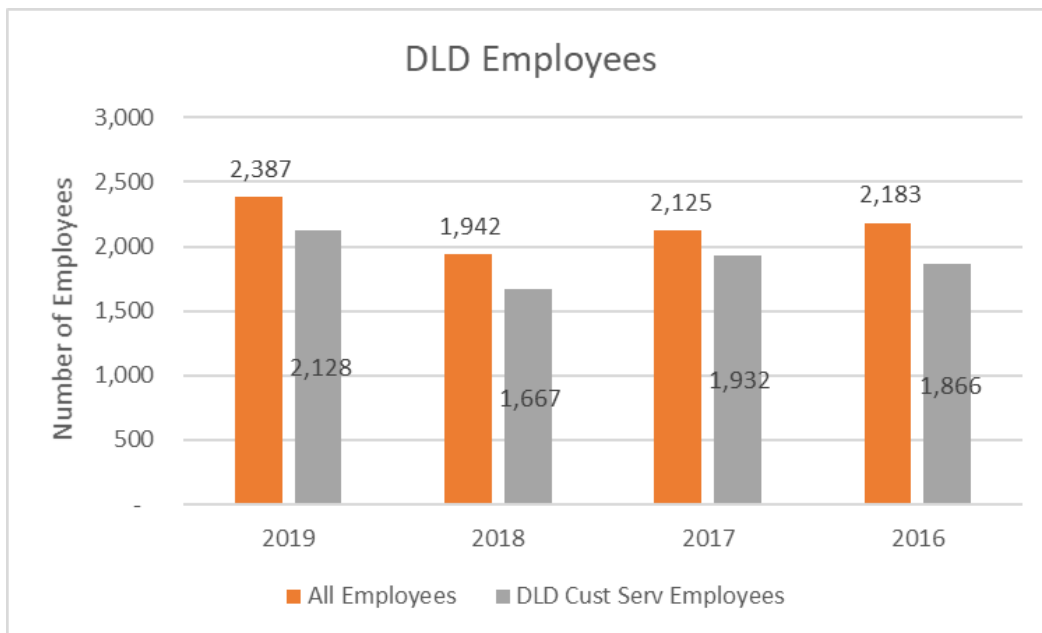
This dataset was provided by DLD as an Excel spreadsheet on December 12<sup>th</sup>, 2019 and included the number of Full-Time Employees (FTEs) allocated to DLD divisions and the various DPS DL regions. It also contained detailed information on each DLD employee such as job titles and start dates. Table 5 summarizes the number of FTEs at different DLD divisions and DPS DL regions as of December 11, 2019.

**Table 4. The Number of Full-time Employees by DLD Departments and Regions as of December 11, 2019**

| DLD Department Name      | Sum of FTE | DLD Department Name           | Sum of FTE |
|--------------------------|------------|-------------------------------|------------|
| Administration           | 29.00      | Region 2C Rosenberg           | 232.00     |
| Customer Service Center  | 125.00     | Region 3 Weslaco              | 220.50     |
| Driver License           | 4.00       | Region 4 Midland              | 168.50     |
| Enforcement & Compl Serv | 98.00      | Region 5 Lubbock              | 164.00     |
| Issuance Services        | 82.00      | Region 6A San Antonio         | 248.50     |
| License and Records Serv | 116.50     | Region 6B Pflugerville        | 233.00     |
| Records & Enforcement    | 1.00       | Regional Operations           | 1.00       |
| Region 1A Garland        | 257.50     | FIN Accounting Section        | 1.00       |
| Region 1B Ft Worth       | 237.30     | HRO HR & Employee Services    | 3.00       |
| Region 1C Carrollton     | 244.00     | IOD Sply Chain & Dist Svcs    | 2.55       |
| Region 2A Houston        | 252.50     | X-DLD Headquarters Operations | 2.00       |
| Region 2B Conroe         | 226.50     | <b>TOTAL</b>                  | 2,949.35   |

***DPS-DLD Human Resource Employee Data***

DPS DLD provided full lists of its employees for the fiscal years from 2016 through 2019. The Excel spreadsheet consisted of employee-specific information such as brief demographic information (e.g., gender and race), job titles, salaries, and email addresses. Figure 7 compares the number of DLD customer service employees with the total number of DLD employees.

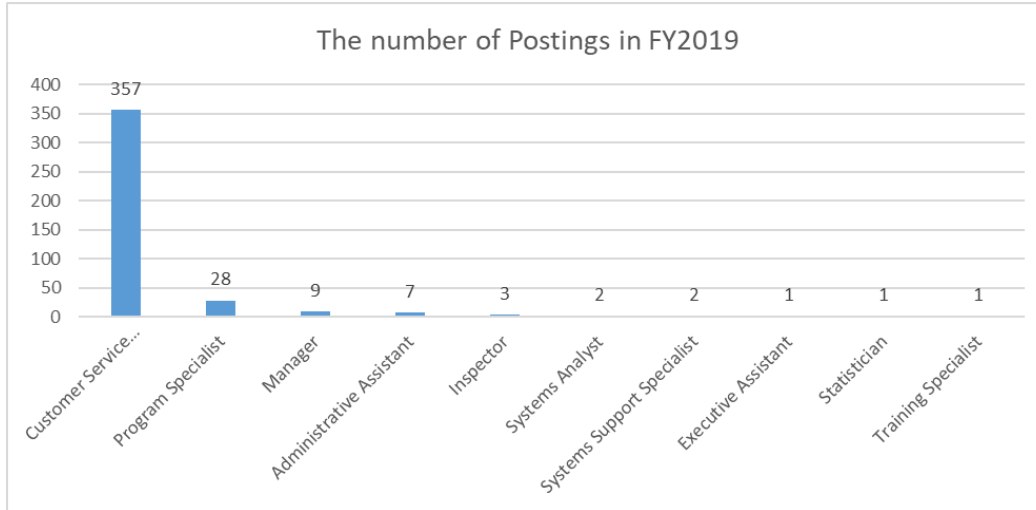


*Figure 7. The Number of DLD Employees for FY2016 – FY2019*



### ***DPS Human Resource Job Posting Data (FY19)***

DPS DLD also provided the study team with data on job openings that DPS posted on its recruiting website during FY2019. Each posting record had a job title, a location, a posting date, the number of vacancies and applicants referred to hiring managers for the position. Figure 8 illustrates the number of DLD job postings in FY2019 by job titles.



*Figure 8. The Number of DLD Job Postings in FY19*

In total, there are 249 employees whose start time is between September 2019 and November 2019. Table 5 lists the number of employees hired after September 1, 2019.

**Table 5. DLD Employees Start Time between September 2019 and November 2019**

| Description                   | Number of New Employees Start Date |              |               | Total |
|-------------------------------|------------------------------------|--------------|---------------|-------|
|                               | September 2019                     | October 2019 | November 2019 |       |
| Inter-Agency Transfer In      | 4                                  | 4            | 8             | 16    |
| New Hire or Rehire            | 56                                 | 43           | 58            | 157   |
| Reports to change             | 0                                  | 2            | 0             | 2     |
| Rpts To Chg: Mgr New Hire/Vac | 16                                 | 6            | 3             | 25    |
| Transfer - Employee Initiated | 1                                  | 0            | 6             | 7     |
| Update Position               | 20                                 | 21           | 1             | 42    |
| Total                         | 97                                 | 76           | 76            | 249   |

### ***DPS Management Organization Charts***

The study team acquired organization charts for different divisions in DPS. Each chart was given by points of contact (POCs) at each division in either a PDF or Excel format. Table 6 lists the management organization charts that have been received along with dates of receipt and providers.

**Table 6. Received Management Organization Charts by DPS Divisions**

| <b>DPS Division</b>                   | <b>Point of Contact (POC) or provided by</b> | <b>Date Received</b> |
|---------------------------------------|--|----------------------|
| Aircraft Operations                   | Stacy Holland                                | November 20, 2019    |
| Criminal Investigations               | Wynn Reynolds                                | November 21, 2019    |
| Driver License                        | Bridget Barksdale                            | November 21, 2019    |
| Education, Training and Research      | Regina Sinnard                               | November 20, 2019    |
| Finance                               | Daniel Estrada                               | November 22, 2019    |
| Human Resource Operations             | Cherish Hinkie                               | November 21, 2019    |
| Intelligence and Counterterrorism     | Natali Martz                                 | November 20, 2019    |
| Office of Inspector General           | Adam Kinslow                                 | November 20, 2019    |
| Texas Rangers                         | Cheryl Iselt                                 | November 22, 2019    |
| Victims and Employee Support Services | Cherish Hinkie                               | November 21, 2019    |

### ***DPS DLD Self-funding Analysis Results***

DLD provided a calculation spreadsheet on December 10, 2019, which examined whether DLD could self-fund or not during the fiscal years 2020 and 2021. Revenues for the years were estimated based on two different transaction fee structures: the current fees and the presumed transaction fees, which were drastically escalated. The amount of funding required was evaluated in consideration of additional DLD FTE employment and new offices for the fiscal years.

### ***Sunset Office Reallocation Recommendation***

In response to the inefficient DL office closure recommendation raised by the Sunset Advisory Commission (Sunset Advisory Commission, 2018), DPS developed and proposed a draft plan to close the 87 most inefficient DL offices. Though the proposal was not adopted by the commission, the proposed closure list had valuable information on those offices assessed as inefficient: DL building information, estimated annual savings from the closure, etc. DLD provided the proposed closure list on December 13, 2019.

### ***DL Building Occupancy Approximation***

The estimated maximum occupancies for each DL office were received from DLD on December 20, 2019. The data was in the format of an Excel spreadsheet and the maximum occupancies were estimated by dividing the total area of DL offices ( $ft^2$ ) by 100  $ft^2$ , which was assumed to be the amount space needed for a person. The maximum customer seating capacity will be estimated using maximum occupancies minus allocated DLD employees.

***DLD Facilities Master List (as of August 1, 2019)***

The study team obtained the list of DL offices from DLD on November 20<sup>th</sup>, 2019. The list contained detailed information on each DL office, such as office size, the numbers of transactions processed between FY2017 and FY2019, the number of FTEs, CDL test availability, and hours of operation. Table 7 shows the number of DL offices under operation by size along with the average number of total FTEs assigned.

**Table 7. The number of DL Offices by Size in DLD Facilities Master List**

| <b>DLO Size</b> | <b>The number of Offices</b> | <b>Average Number of Total FTEs assigned</b> | <b>Average Office Area (<math>ft^2</math>)</b> |
|-----------------|------------------------------|--|--|
| Mega            | 14                           | 69.7   | 21,870.9                                       |
| Large           | 18                           | 28.6   | 7,988.9  |
| Medium          | 30                           | 15.5   | 3,504.4  |
| Small           | 168                          | 2.9  | 775.6  |
| Total           | 230                          | 10.6   | 2989.8   |

***DLD Inventory Department List***

This list showed all DLD departments along with their identification numbers and regions. The list was received from DLD on December 9, 2019, as an Excel spreadsheet.

***DLD Inventory List (as of November 22<sup>nd</sup>, 2019)***

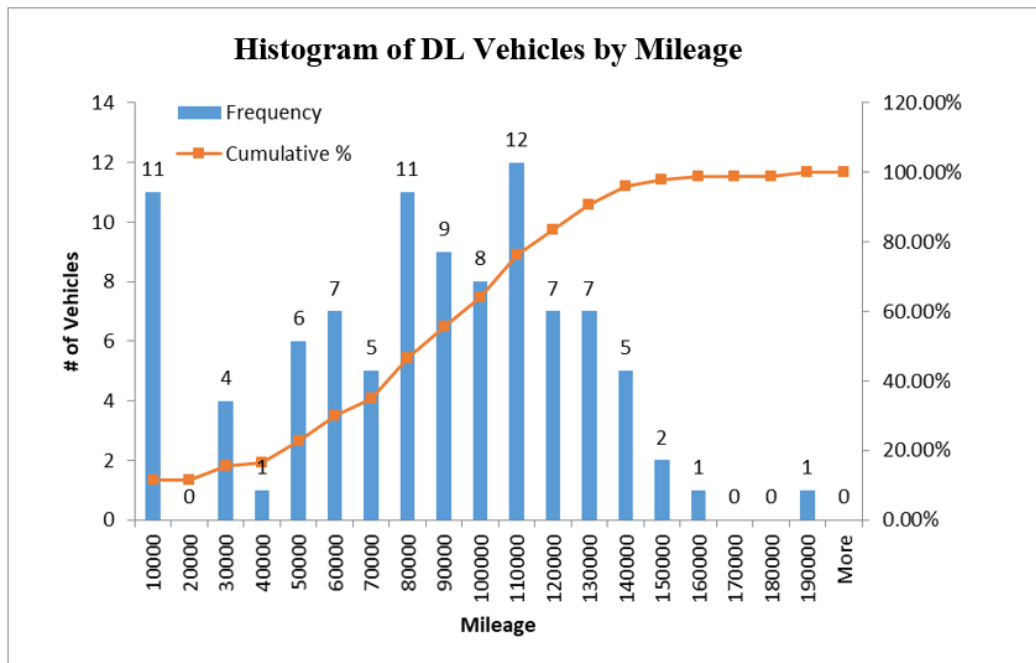
The study team acquired the DLD inventory from DLD on December 2, 2019. This list was provided as an Excel spreadsheet and encompassed detailed information on various types of equipment that is currently being maintained by the DPS DLD: for example, equipment locations, purchase dates, total purchase price, acquisition methods, etc. Table 8 shows the number inventory items for each class defined in the inventory.

**Table 8. The Number of DLD Inventory Items by Class Codes**

| <b>Class Code</b>                             | <b># of Items</b> | <b>Class Code</b>                                       | <b># of Items</b> |
|---|-------------------|---|-------------------|
| 001 – Land and land improvements              | 3                 | 219 – Smartphones, tablets, and other hand-held devices | 5                 |
| 004 - Fencing and gates                       | 1                 | 240 – Security system – not built-in                    | 51                |
| 031 – Building exterior – building shell      | 4                 | 241 – Image scanner                                     | 7                 |
| 091 – Leasehold improvements                  | 1                 | 246 – Uninterruptible power supply                      | 2                 |
| 105 – Cases and cabinets                      | 1                 | 259 – LAN/WAN switching                                 | 96                |
| 110 – Other office furniture                  | 1                 | 284 – Portable CPU                                      | 521               |
| 129 – Sound systems and other audio equipment | 4                 | 307 – Purchased software                                | 1                 |
| 130 – Cameras                                 | 2                 | 524 – Meters gauges indicators                          | 1                 |
| 131 - TV VCR camcorder laserdisc player       | 88                | 701 – Passenger cars – sedans station wagons            | 11                |
| 142 – Other assets                            | 4                 | 702 – Trucks GVWR 26001 Lbs                             | 6                 |
| 180 – Miscellaneous machines                  | 1                 | 707 – Sport utility vehicles                            | 5                 |
| 203 – Minicomputer servers                    | 126               | 709 – Light truck GVWR 8600 Lbs or less                 | 75                |
| 204 – Microcomputer desktop                   | 2,455             | 712 – Trailers  | 2                 |
| 213 – Other computer hardware                 | 38                | 720 – Other equipment – Forklift grader other           | 1                 |
| 218 – Data projectors                         | 44                | <b>TOTAL</b>  | <b>3,557</b>      |

### ***Driver License Vehicle Data***

This DLD fleet management data contained detailed information on 97 vehicles that are being used for the DL office staff transportation as of December 4, 2019. In addition to the information in DLD Inventory List, the data provided vehicle-specific information such as makes and models, Vehicle Identification Numbers (VINs), repair histories, warranty information, and the current mileages. Figure 9 depicts a histogram of driver license vehicles by mileage. The dataset was obtained from DLD on December 4, 2019.



*Figure 9. Histogram of Driver License Vehicles by Mileage*

### ***Driver License Service Process Flows***

DPS DLD provides various types of service associated with DL and CDL issuance. By nature, the service process involves multiple subtasks that need to be completed by a well-trained DLD employee (e.g., License and Permit Specialist): for example, reviewing and scanning documents, external check to verify customer's eligibility, image collection, and administering vision exam. DLD supplied several service flowcharts for DL, CDL, and Commercial Learner Permit (CLP) issuance on December 10, 2019. The charts not only delineated thorough procedures for each subtask but also presented rough service time estimates to complete those subtasks. Figure 10 shows subtasks for original DL issuance with service time estimates.

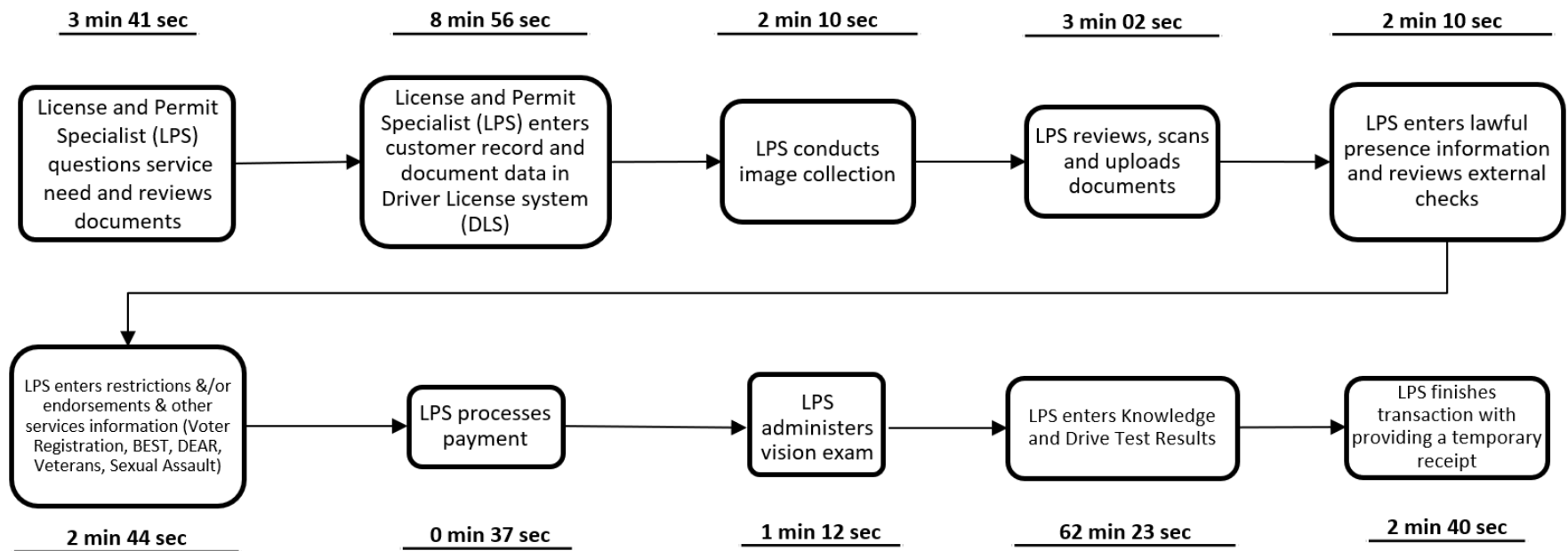


Figure 10. Original Driver License Issuance Process

### ***Driver License System (DLS) Transactional Database***

DPS DLD maintains Driver License System (DLS), which manages relevant information on all transactions that have occurred at DL offices. The DLS database holds comprehensive information on transactions and customers; it holds 276 tables with 4,989 data columns in total. Two types of DLS datasets were provided by DLD on February 6, 2020. One contained the total numbers of daily transactions that have occurred between January 1, 2010 and January 2020, by transaction types and DL offices. The other listed customers' email addresses and transaction types; no personally identifiable information was included other than the email addresses. The study team obtained access to DLS and was able to extract information. Figure 11 illustrates the number of transactions recorded in the DLS for each fiscal year.

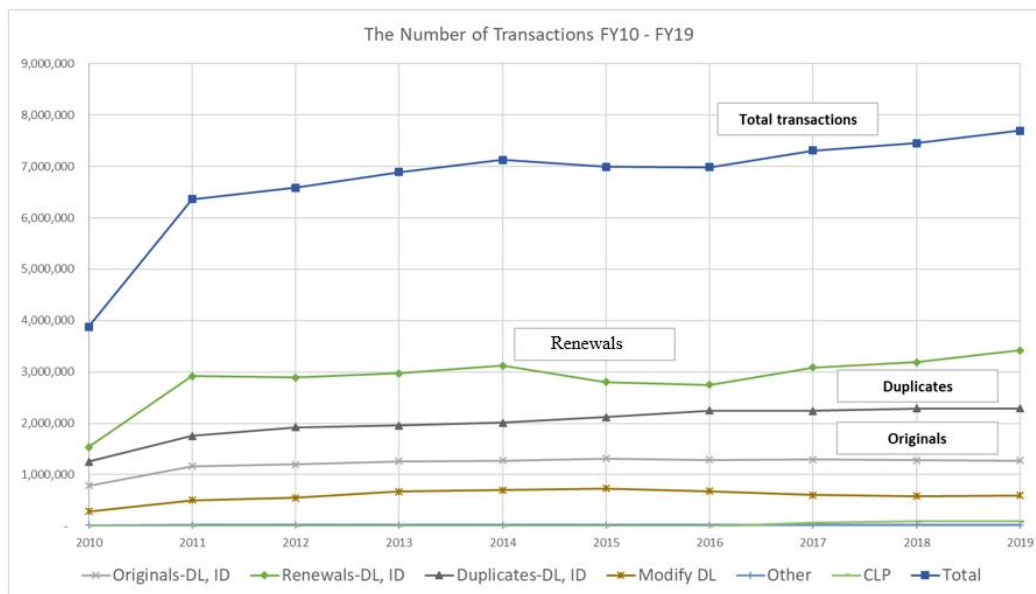


Figure 11. The Number of Transactions Recorded in Driver License System (DLS)

### ***NEMO-Q Transaction Data***

NEMO-Q, Inc. is a company managing customer queueing systems installed at 77 Texas DL offices since 2017. Every transaction that occurs at these locations is recorded in the NEMO-Q Transaction Data. Each transaction record contained useful information that could be utilized for evaluating the promptness of the service: for instance, transaction dates and times, wait times, service times, types of service provided, etc. Another important aspect that distinguishes the NEMO-Q data from the DLS data is the inclusion of 'incomplete' transactions: the NEMO-Q data includes all transactions regardless of their completion level. Therefore, the number of transactions recorded in the NEMO-Q data is generally much greater than the number of transactions in DLS, which counts 'completed' transactions only. The NEMO-Q data was extracted and provided by DLD on December 18,

2019 and contained approximately 19.2 million transaction records between January 18, 2017 and December 17, 2019. Table 9 lists the average wait and service times for two transaction types defined in the NEMO-Q data: shorts (e.g., renewals) and longs (e.g., originals).

**Table 9. Average Transaction Times Recorded in the NEMO-Q Transaction Data**

| <b>Transaction Type</b> | <b>Average Waiting Time (mins)</b> | <b>Average Service Time (mins)</b> | <b>Total Transaction Time (mins)</b> |
|-------------------------|------------------------------------|------------------------------------|--------------------------------------|
| Longs (e.g., origins)   | 70.93                              | 13.02                              | 83.95                                |
| Shorts (e.g., renewals) | 62.81                              | 8.29                               | 71.1                                 |

It needs to be pointed out that DLD has contracted with Applus Technologies, Inc. (Applus+) to provide appointment-based services in all DLOs. DLD is transitioning from the NEMO-Q queuing system to the Applus appointment system beginning in March 2020. Garland and Lubbock are selected as the first two pilot implementation DLOs. Other offices are scheduled to implement Applus system at a future date.

***Commercial Skills Test Information Management System (CSTIMS) CDL Test Data***

Commercial Skills Test Information Management System (CSTIMS) is a web-based tool that was developed to manage commercial skill tests by jurisdiction and third-party examiners, preventing potential frauds (AAMVA, 2020). The CSTIMS database contains detailed records of CDL tests for 39 CSTIMS participating states, which includes the State of Texas. All CDL test records populated in Texas between March 20, 2018 and December 12, 2019 were retrieved from the CSTIMS and provided to the study team on December 20, 2019. Each CDL test record includes, but is not limited to, a name of the testing organization, scheduled date and time, test duration, test result, and applicants' email addresses. Figure 12 compares the numbers of CDL tests conducted by DPS and third-party examiners.



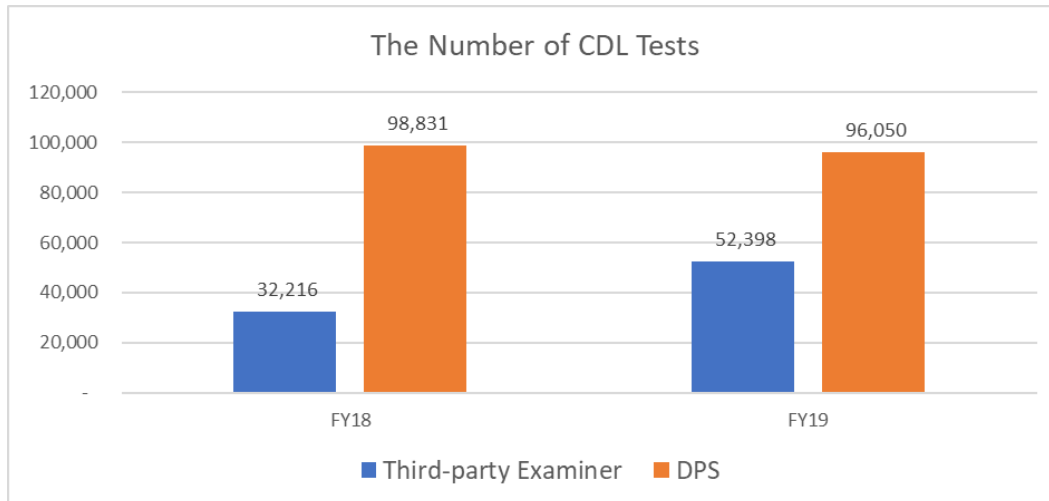


Figure 12. The Numbers of CDL Tests Administered by DPS and Third-party Examiners

### Road Test Data (FY14-FY19)

DLD provided the records of road tests administered by DPS on December 12<sup>th</sup>, 2019. This dataset summarized the numbers of road tests conducted in each month between FY14 and FY19, based on locations, types of road tests, and test results. Figure 13 presents the number of road tests managed by DPS in 2019.

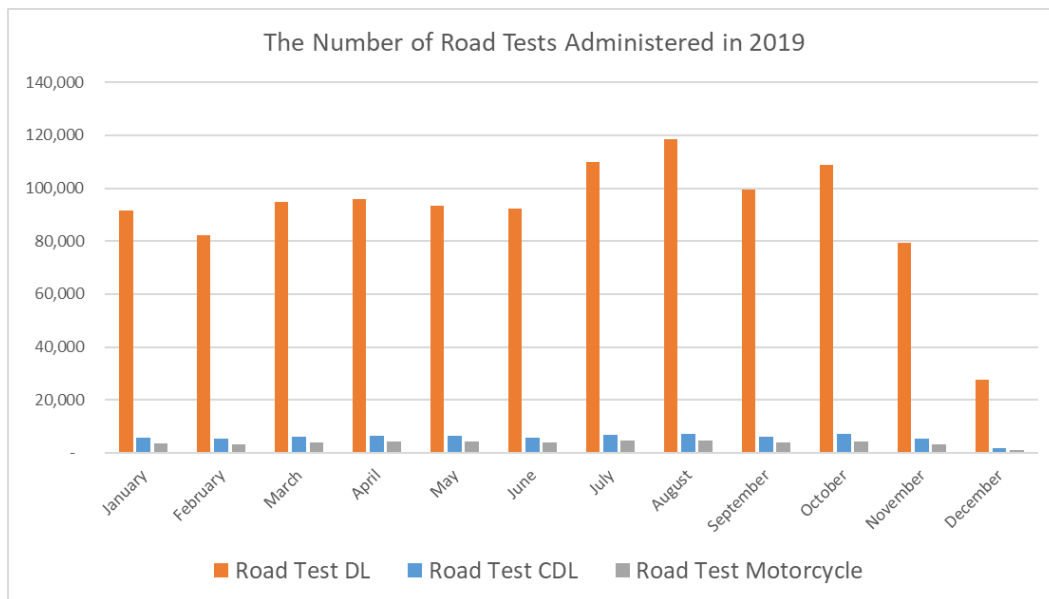


Figure 13. The Number of Road Tests Administered by DPS in 2019

### DMV HR Data

The study team obtained TxDMV HR data through open data request on December 17, 2019. There are in total 714 employees in TxDMV with 473 (66%) female and 241 (34%) male. Of these 714 employees, 273 are customer service representatives.

The total state service time and monthly salary histograms are presented in Figure 14 and Figure 15, respectively.

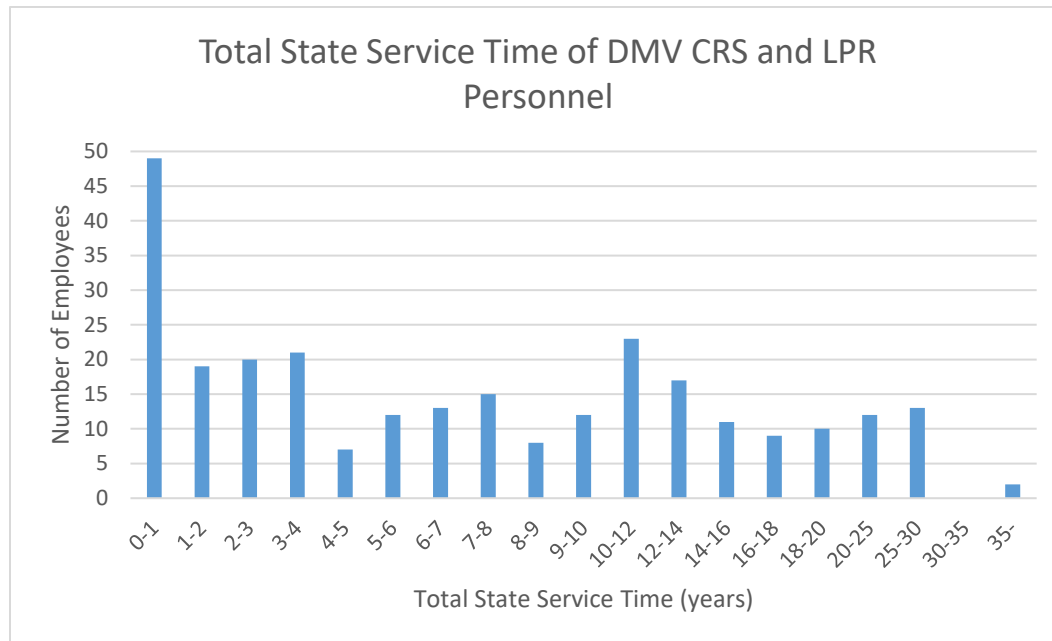


Figure 14. Total State Service Time Histogram of DMV CRS and LPR Personnel

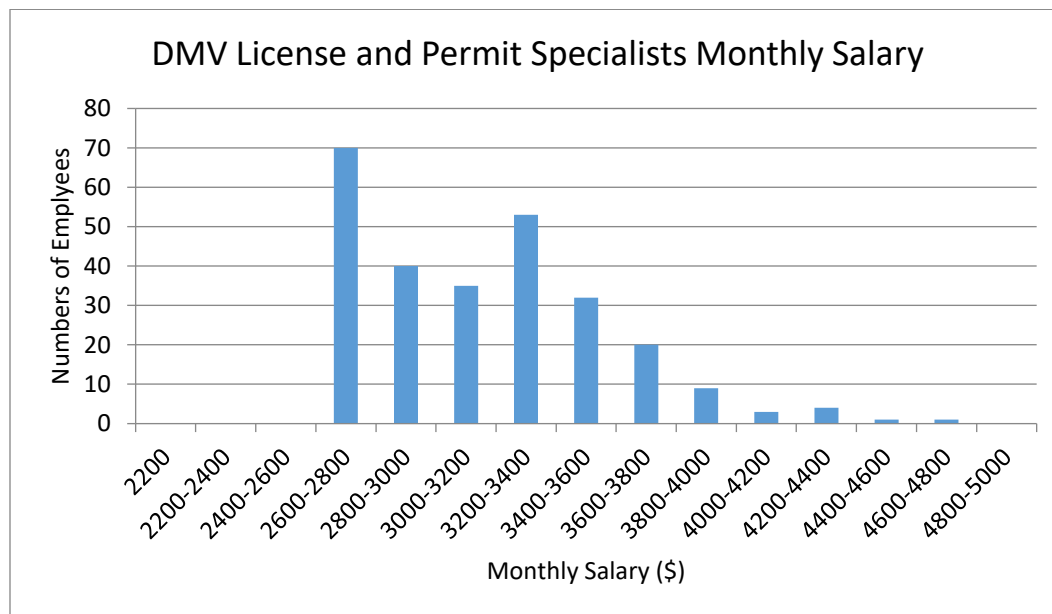


Figure 15. Monthly Salary Histogram of DMV CRS and LPR Personnel

## 2.3. Additional Data Collection Efforts

Although huge amount of data was obtained to support analyses in various tasks, the study team took efforts in collection additional data through surveys, online

breakout sessions, interviews, EWG meetings, and customer focus groups. This information should provide valuable inputs that could not be observed otherwise, complementing the information from existing data sources identified in the previous section.

The details of surveys, breakout sessions, interviews, EWG meetings, and customer focus groups were described in Chapter 1 and summarized in Table 10.

**Table 10. Additional Data Collection Efforts: Surveys, Online Breakout Sessions, Interviews, EWG Meetings, and Focus Group Meetings**

| Name   | Description   | Method                 | Types of Information to be Collected   | Data Application  |
|--|---|------------------------|--|---|
| DLD Employee Surveys   | Online survey of DLD employees with CSR or LPS job titles, which asks for inputs on DLD operations and their jobs.        | Qualtrics Email Survey | <ul style="list-style-type: none"> <li>Employee demographics,</li> <li>Job satisfaction information,</li> <li>Employee attitudes about management,</li> <li>Ideas for improving the job and serving customers better.</li> </ul> | <ul style="list-style-type: none"> <li>Task 3 – To seek possible improvements for the DL program.</li> <li>Task 5 – To evaluate the DLD management and operating structure.</li> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> </ul>                                   |
|  | Online survey of DLD employees with non-CSR or LPS job titles, which asks for inputs on DLD operations and their jobs.    |                        |  |   |
| DLD Employee Workshops                                       | A series of workshops with the DLD frontline employees with CSR or LPS job titles at different DL offices.                | Workshop               | <ul style="list-style-type: none"> <li>Opinions on customer service</li> <li>Ideas to improve job efficiency</li> <li>Ideas to reduce wait times, etc.</li> </ul>  | <ul style="list-style-type: none"> <li>Task 3 – To seek possible improvements for the DL program.</li> <li>Task 5 - To develop recommendations to improve the current DLD management and operating structure.</li> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> </ul> |
|  | One workshop with DLD employees with non – CSR or LPS job titles  |                        | <ul style="list-style-type: none"> <li>Ideas to improve job efficiency</li> <li>Ideas to reduce wait times, etc.</li> </ul>  |   |
| Six Online breakout sessions with EWG and other stakeholders | Six breakout sessions on different specific topics to obtain more insights from various stakeholders to inform the study. | Workshop               | <ul style="list-style-type: none"> <li>Raise issues or opportunities that have not already been identified</li> </ul>  | <ul style="list-style-type: none"> <li>Task 3 – To seek possible improvements for the DL program.</li> <li>Task 5 - To develop recommendations to improve the current DLD management and operating structure.</li> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> </ul> |

| Name                                      | Description  | Method                 | Types of Information to be Collected   | Data Application  |
|---|--|------------------------|--|---|
| Driver's License and Texas ID Card Survey | Online survey asking DLD customers for their overall experience with DL offices.                       | Qualtrics Email Survey | <ul style="list-style-type: none"> <li>Basic demographic information,</li> <li>Experiences with the DLD service,</li> <li>Opinions on the DLD service, etc.</li> </ul>   | <ul style="list-style-type: none"> <li>Task 3 – To evaluate the current DL program and the customers’ actual perception toward the program / To seek possible improvements for the DL program.</li> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> </ul>  |
|   | Online survey designated for DLD customers to incentivize online transactions for eligible individuals |                        | <ul style="list-style-type: none"> <li>The way that customers used for their last transaction with DLD</li> <li>Opinions on current online renewal process</li> </ul>  | <ul style="list-style-type: none"> <li>Task 8 - To incentivize online transactions for eligible individuals</li> </ul>  |
| DLD Customer Focus Group Meetings         | In-person meetings with DLD customers to scrutinize their experience with the DLD service.             | Focus Group Meetings   | <ul style="list-style-type: none"> <li>Experience on the DLD website and phone service;</li> <li>Experience on DL office facilities, DLD employees and service;</li> <li>Suggestions for DLD service improvement, etc.</li> </ul>              | <ul style="list-style-type: none"> <li>Task 3 - To evaluate the current DL program and the customers’ actual perception toward the program / To seek possible improvements for the DL program.</li> </ul>   |
| Interviews with various stakeholders      | Meet with individuals to ask questions and obtain information on specific subject                      | In-person interview    | <ul style="list-style-type: none"> <li>How DLD functions and determine possible recommendations for improvement</li> <li>Tax assessor role for vehicle titling and licensing out of DMV</li> <li>Request budget-related information</li> </ul> | <ul style="list-style-type: none"> <li>Task 3 - To evaluate the current DL program and the customers’ actual perception toward the program / To seek possible improvements for the DL program.</li> <li>Task 6 – To summarize DPS inventory of service, equipment, and facilities</li> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> <li>Task 9 – To propose timeline associated with transfer to DMV or create standalone agency</li> </ul> |

| <b>Name</b>                          | <b>Description</b>   | <b>Method</b>          | <b>Types of Information to be Collected</b>  | <b>Data Application</b>   |
|--------------------------------------|--|------------------------|--|---|
| EWG Meeting                          | To harness valuable inputs from identified expert working group  | Workshop / Webex       | <ul style="list-style-type: none"> <li>Any inputs that can improve the overall quality of this research project.</li> </ul>  | <ul style="list-style-type: none"> <li>All tasks – To collect valuable insights that can help enhance understanding of key stakeholders’ interests/concerns as well as the current DL program.</li> </ul> |
| County Tax Assessor-Collector Survey | Online survey to obtain tax assessor-collector’s opinion the location of DLD and DL services, with a secondary goal of gauging EWG interest. | Qualtrics Email Survey | <ul style="list-style-type: none"> <li>DPS’s management of DLD</li> <li>DMV’s management of vehicle titling and registration</li> <li>Opinions on tax assessor-collector’s role in case of a transfer</li> </ul> | <ul style="list-style-type: none"> <li>Task 7 – To evaluate benefits, challenges, and cost for the three options</li> </ul>   |

## 2.4. Chapter Conclusion

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This chapter provides a summary of data collection efforts made by the study team. A table of all data obtained was presented and preliminary analyses of these databases were demonstrated. Additional data acquisition efforts include surveys, online breakout sessions, interviews, EWG meetings, and customer focus groups. This chapter also indicate the potential applications of each data obtained.

## **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. A table of all data obtained was presented and preliminary analyses of these databases were demonstrated. Efforts made by the study team in conducting surveys, workshops, interviews, EWG meetings, and customer focus groups is summarized and tabulated.

Following are some notable findings presented in this technical memorandum:

- The procedural framework illustrates how the 13 tasks are connected to meet the goals and objectives of the study;
- Extensive data in various formats has been obtained and is being analyzed by the study team to support study activities in different tasks;
- Preliminary analyses of datasets indicate useful information to the study team regarding various tasks;
- A detailed summary of addition efforts made by the study team in surveys, workshops, interviews, EWG meetings, and customer focus groups is provided; and
- Potential applications of each data obtained was discussed.



## References

- American Association of Motor Vehicle Administrators (AAMVA). Commercial Skills Test Information Management System (CSTIMS). Online reference. Available at: <https://www.aamva.org/CSTIMS/>. Accessed on February 20<sup>th</sup>, 2020.
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