



THE UNIVERSITY OF TEXAS AT AUSTIN
CENTER FOR TRANSPORTATION RESEARCH

Technical Memorandum

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Table of Contents

Executive Summary	1
Chapter 1. Customer Focus Group Meetings, Breakout Sessions, and Interviews	2
1.1. Customer Focus Group Meetings	2
1.1.1. Objective of the Customer Focus Group Meetings.....	2
1.1.2. Design of the Customer Focus Group Meetings.....	2
1.1.3. Procedure of the Customer Focus Group Meetings	4
1.1.4. Summary and Findings of the Customer Focus Group Meetings.....	6
1.1.5. Consensus of the Customer Focus Group Meetings	9
1.1.6. Disagreements of the Customer Focus Group Meetings	12
1.2. Breakout Sessions with DPS, DMV, and County Offices through WebEx	13
1.2.1. Breakout Session on DLD Management, Operations, and Performance Measures.....	14
1.2.2. Breakout Session on REAL ID Compliance and Security.....	15
1.2.3. Breakout Session on Customer Service	17
1.2.4. Breakout Session on General IT Issues.....	21
1.2.5. Breakout Session on Call Center	25
1.3. Interviews Conducted	29
1.3.1. Interview with DPS Commissioners and DMV Board Members	29
1.3.2. Interview with DPS Executive Management.....	34
1.3.3. Interview with Secretary of State Senior Staffers.....	36
1.4. Chapter Conclusion.....	38
Chapter 2. Database Analyses.....	39
2.1. NEMO-Q Database Analysis.....	39
2.2. DLD High-Value Dataset	45
2.3. DMV/County Offices VTR Transactions	46
2.4. Chapter Conclusion.....	48
Chapter 3. Survey Analyses and DLD Customer Service Enhancements	49
3.1. Customer Survey on DLD Experiences.....	49
3.1.1. Survey Design.....	49
3.1.2. Survey Distribution.....	51
3.1.3. Survey Analyses and Results	90

3.1.4. Survey Conclusions	109
3.2. DLD Customer Service Enhancements	111
3.3. CTAC Survey on Three DLD Location Options	114
3.4. CTAC Survey on VTR Transactions	116
3.5. Chapter Conclusion.....	118
Chapter 4. Conclusion and Key Findings	119
References.....	120
Appendix A. Focus Group Participant Demographics with Anonymity	122
Appendix B. Satisfaction Group Exercise Sheet	124
Appendix C. Focus Group Discussion Guide.....	126
Appendix D. List of Attendees and Questions for the Breakout Session on DLD Management, Operations, and Performance Measures.....	133
Appendix E. List of Attendees and Questions for the Breakout Session on REAL ID Compliance and Security	135
Appendix F. List of Attendees and Questions for the Breakout Session on Customer Service	139
Appendix G. List of Attendees and Questions for the Breakout Session on General IT Issue	145
Appendix H. List of Attendees and Questions for the Breakout Session on Call Center.....	152
Appendix I. Customer Survey.....	155
Appendix J. County Tax Assessor-Collector Survey on DLD Three Options	194
Appendix K. County Tax Assessor-Collector Survey on VTR Transactions.....	198

List of Tables

Table 2.1 Comparison Results of Completed Transactions.....	40
Table 2.2 Comparison Results of Incomplete Transactions	41
Table 2.3 Comparison Results of Total Transactions	42
Table 3.1 List of the Top 50 Texas Counties by Population and the Number of Surveys Received	71
Table 3.2 List of the Top 50 Texas Cities and Towns by Population and Number of Surveys Received	72
Table 3.3 Race and Ethnicity by Texas Population Percentage Compared to Number of Surveys Percentage.....	74
Table 3.4 Annual Household Income Categories and Number of Survey Respondents	78
Table 3.5 Household Income Data—Number of Surveys and Number of Households*.....	79
Table 3.6 Actions Taken by DLD to Improve Customer Service.....	113
Table A.1 Focus Group Participant Demographics with Anonymous	122

List of Figures

Figure 1.1 Flyer for the Customer Focus Group Recruitment	3
Figure 1.2 Facebook Post for the Customer Focus Group Recruitment	4
Figure 1.3 Example of Starting Point for Satisfaction with DLD Services Group Wall Exercise.....	5
Figure 1.4 Synthesized Ending Point after Satisfaction and Importance of DLD Services Group Wall Exercise	6
Figure 3.1 Percentages of Surveys vs. Female and Male Wait Time Ratings	53
Figure 3.2 Male Wait Time Ratings for Different Race and Ethnic Groups	53
Figure 3.3 Female Wait Time Ratings for Different Race and Ethnic Groups.....	54
Figure 3.4 Male Wait Time Ratings - Did Not Stand Outside the DLO Building and Did Not Lose Pay or Vacation Time while Waiting	55
Figure 3.5 Female Wait Time Rating - Did Not Stand Outside the DLO Building and Did Not Lose Pay or Vacation Time while Waiting	55
Figure 3.6 Male Wait Time Ratings - Did Not Stand Outside the DLO Building but Lost Pay while Waiting.....	56

Figure 3.7 Female Wait Time Ratings - Did Not Stand Outside the DLO Building but Lost Pay while Waiting.....	56
Figure 3.8 Male Wait Time Ratings - Did Not Stand Outside the DLO Building but Used Vacation Time while Waiting.....	56
Figure 3.9 Female Wait Time Ratings - Did Not Stand Outside the DLO Building but Used Vacation Time while Waiting.....	57
Figure 3.10 Male Wait Time Ratings – Did Not Lose Pay or Vacation Time, but Did Stand Outside the DLO Building while Waiting.....	57
Figure 3.11 Female Wait Time Ratings – Did Not Lose Pay or Vacation Time, but Did Stand Outside the DLO Building while Waiting.....	57
Figure 3.12 Male Wait Time Ratings - Had to Stand Outside the DLO Building and Lost Pay while Waiting.....	58
Figure 3.13 Female Wait Time Ratings - Had to Stand Outside the DLO Building and Lost Pay while Waiting.....	58
Figure 3.14 Male Wait Time Ratings - Had to Stand Outside the DLO Building and Used Vacation Time while Waiting.....	58
Figure 3.15 Female Wait Time Ratings - Had to Stand Outside the DLO Building and Used Vacation Time while Waiting.....	59
Figure 3.16 Male Wait Time Ratings – I had to stand outside the DLO building and I didn’t know how long I’d be waiting.....	59
Figure 3.17 Female Wait Time Ratings – I had to stand outside the DLO Building, and I didn’t know how long I’d be waiting.....	60
Figure 3.18 Distribution of Percentage of the Texas Population by Age Group (TDC 2018a).....	61
Figure 3.19 Distribution of Percentage of Survey Respondents by Age Group.....	62
Figure 3.20 Percentage of Survey Responses for Wait Time Ratings: Age Group 17 or Younger.....	63
Figure 3.21 Percentage of Survey Responses for Wait Time Ratings: Age Group 18–20.....	63
Figure 3.22 Percentage of Survey Responses for Wait Time Ratings: Age Group 21–29.....	64
Figure 3.23 Percentage of Survey Responses for Wait Time Ratings: Age Group 30–39.....	64
Figure 3.24 Percentage of Survey Responses for Wait Time Ratings: Age Group 40–49.....	64
Figure 3.25 Percentage of Survey Responses for Wait Time Ratings: Age Group 50–59.....	65

Figure 3.26 Percentage of Survey Responses for Wait Time Ratings: Age Group 60–69	65
Figure 3.27 Percentage of Survey Responses for Wait Time Ratings: Age Group 70–79	65
Figure 3.28 Percentage of Survey Responses for Wait Time Ratings: Age Group 80 or Older	66
Figure 3.29 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 17 or Younger.....	66
Figure 3.30 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 18–20.....	66
Figure 3.31 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 21–29.....	67
Figure 3.32 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 30–39.....	67
Figure 3.33 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 40–49.....	67
Figure 3.34 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 50–59.....	68
Figure 3.35 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 60–69.....	68
Figure 3.36 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 70–79.....	68
Figure 3.37 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 80 or Older	69
Figure 3.38 Driver License Program Performance Rating for Urban Customers Who Either Did or Did Not Have to Stand Outside the DLO or Mega Center while Waiting	73
Figure 3.39 Driver License Program Performance Rating for Rural Customers Who Either Did or Did Not Have to Stand Outside the DLO or Mega Center while Waiting	73
Figure 3.40 Driver License Program Customer Performance Ratings Depending on Whether the Customer Did or Did Not Have to Stand Outside while Waiting –All Groups	74
Figure 3.41 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – American Indian or Alaskan Native Customers.....	75
Figure 3.42 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Asian Customers	75

Figure 3.43 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Black or African American Customers	75
Figure 3.44 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Hispanic or Latino Customers	76
Figure 3.45 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Native Hawaiian or Other Pacific Islander Customers.....	76
Figure 3.46 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Chose ‘Two or More’ Race and Ethnicity Categories.....	76
Figure 3.47 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – White Customers.....	77
Figure 3.48 Wait Time Ratings for Customers with an Annual Household Income of Less Than \$15,000.....	79
Figure 3.49 Wait Time Ratings for Customers with an Annual Household Income from \$15,000 to \$25,000.....	79
Figure 3.50 Wait Time Ratings for Customers with an Annual Household Income from \$26,000 to \$35,000.....	80
Figure 3.51 Wait Time Ratings for customers with an Annual Household Income from \$36,000 to \$45,000.....	80
Figure 3.52 Wait Time Ratings for Customers with an Annual Household Income from \$46,000 to \$55,000.....	80
Figure 3.53 Wait Time Ratings for Customers with an Annual Household Income from \$56,000 to \$65,000.....	81
Figure 3.54 Wait Time Ratings for Customers with an Annual Household income from \$66,000 to \$75,000.....	81
Figure 3.55 Wait Time Ratings for Customers with an Annual Household Income from \$76,000 to \$85,000.....	81
Figure 3.56 Wait Time Ratings for Customers with an Annual Household Income from \$86,000 to \$100,000.....	82
Figure 3.57 Wait Time Ratings for Customers with an Annual Household Income More Than \$100,000.....	82
Figure 3.58 Texas Level of Education for Persons Aged 25 or Older in 2015 (TDC 2018b).....	83
Figure 3.59 Level of Education for Driver License Program Survey Respondents of All Age Groups	83
Figure 3.60 Customers with up to High School Level, No Diploma – Wait Time Rating	84

Figure 3.61 Customers with a High School Diploma or Equivalent – Wait Time Rating	84
Figure 3.62 Customers with Technical, Vocational or Trade School Training – Wait Time Rating.....	85
Figure 3.63 Customers with Some College but No Diploma – Wait Time Rating.....	85
Figure 3.64 Customers with a 2-Year College Degree – Wait Time Rating	85
Figure 3.65 Customers with a 4-Year College Degree – Wait Time Rating	86
Figure 3.66 Customers with a Graduate or Professional Degree – Wait Time Rating	86
Figure 3.67 Driver License Program Performance Rating for Individuals with an Education up to High School Level, No Diploma	87
Figure 3.68 Driver License Program Performance Rating for Individuals with an Education High School Education or Equivalent	87
Figure 3.69 Driver License Program Performance Rating for Individuals with Technical, Vocational or Trade School Training.....	87
Figure 3.70 Driver License Program Performance Rating for Individuals with Some College but No Diploma.....	88
Figure 3.71 Driver License Program Performance Rating for Individuals with 2-Year College (Associate) Degree	88
Figure 3.72 Driver License Program Performance Rating for Individuals with a 4-Year College Degree.....	88
Figure 3.73 Driver License Program Performance Rating for Individuals with a Graduate or Professional* Degree	89
Figure 3.74 Histogram Showing Number of Survey Responses for Wait Times on a 15-minute Interval.....	90
Figure 3.75 Wait Time Ratings for All Survey Respondents Who Reported a Wait Time between 1 Hour and 1 Hour 14 Minutes.....	91
Figure 3.76 Cumulative Distribution of Wait Times – Percentage of Survey Takers Who Experienced a Wait Time Equal to or Less Than the Intersecting Percentage Shown on the ‘Y’ Axis	92
Figure 3.77 Number of Survey Responses for Driver License Program Performance Ratings.....	92
Figure 3.78 Comparison of the Texas Driver License Program to Programs in Other States based on Experience (21,011 responses)	99
Figure 3.79 Comparison of Wait Time Ratings for the Three Time Periods for This Study including Prior to and After the New Hiring and Salary Increases Authorized in September 2019	106

Figure 3.80 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – January to December 2018.....	108
Figure 3.81 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – January to September 2019.....	108
Figure 3.82 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – October 2019 to February 2020	109
Figure B.1 Screenshot of Satisfaction Group Exercise Sheet 1	124
Figure B.2 Screenshot of Satisfaction Group Exercise Sheet 2.....	125

Executive Summary

This technical memorandum contains four major chapters:

- Chapter 1 presents the customer focus group meeting, breakout sessions, and interviews conducted by the study team
- Chapter 2 provides various database and dataset analyses, including NEMO-Q database, DLD High-Value Dataset, and DMV/county VTR transactions
- Chapter 3 discusses the findings from the surveys with customers and county tax assessor-collectors as well as the ongoing DLD customer service enhancements
- Chapter 4 summarizes the key findings of this technical memorandum and provides conclusions

This technical memorandum documents the fact-finding process to gather information to inform the analysis and assess the three options. The study team has made tremendous efforts in organizing customer focus group meetings, holding breakout sessions, conducting interviews, analyzing various databases and surveys.

Following are some notable findings presented in this technical memorandum:

- Certain areas within DLD need to be improved, such as the website, wait times, call center, etc.
- NEMO-Q data analyses show that after the additional new FTE hire and salary increase in September 2019, both wait time and transaction time decreased by over 14 minutes on average.
- Results from customer survey indicate that the additional new FTE hire and salary increase had a definite, positive effect on both customer service performance rating and wait time rating
- There have been various ongoing efforts made by DLD to improve customer service
- Regardless of where DLD ultimately resides, certain mission-critical practices and enhancement should be implemented to meet the needs of the growing Texas population

More detailed findings regarding the customer focus group, breakout session, interviews, databases, and survey analyses can be found in this technical memorandum.

Chapter 1. Customer Focus Group Meetings, Breakout Sessions, and Interviews

In order to obtain additional information and opinions regarding the three options of DLD (stay at DPS, transfer to DMV, establish a stand-alone agency), the study team conducted a series of focus group meetings, WebEx breakout sessions, and interviews with various levels of individuals (e.g., representatives of director, executive, commissioner, managerial, and frontline staff levels) from DPS, DMV, County Offices, and other agencies as well as the general public. A large amount of insightful information was obtained. The details and findings of these focus group meetings, WebEx breakout sessions, and interviews are summarized and presented in this Chapter.

1.1. Customer Focus Group Meetings

1.1.1. Objective of the Customer Focus Group Meetings

The objective of the customer focus group meetings is to gather the opinions and experience from customers who recently visited a Driver License Office (DLO) in person regarding the following three questions:

Question 1 (Q1): Should the Driver License Division (DLD) remain in the Department of Public Safety (DPS), move into the Department of Motor Vehicles (DMV), or become its own entity?

Question 2 (Q2): What does the DLD need to do to reduce wait times for DLD services?

Question 3 (Q3): How can the DLD improve customer service?

1.1.2. Design of the Customer Focus Group Meetings

The study team recruited focus group participants during the first two weeks of February by posting flyers (Figure 1.1); e-mailing flyers; and posting messages to local groups, community centers, and local businesses. The team also posted advertisements on Facebook (Figure 1.2), targeting Austin area zip codes, and English speakers over 18 years old. The team incentivized participants by offering \$40 for participation in a focus group; these funds were paid by a faculty member using his personal chair endowment funds. Potential participants took a short screening survey on UT Austin Qualtrics using a QR code or the survey link. The study team scheduled respondents who had visited a DPS office in person to use DLD services within the last 9 months. The team used a free online scheduling app, an IC2 Gmail account, and Google voice number to schedule respondents and

remind them of their focus groups. On Wednesday, February 12, 2020, the team held three focus groups, for 1.5 hours each, with a total of 13 participants at ThinkGroup Austin, a professional focus group facility.

- The first focus group: February 12, 2020, from 3:00 p.m. – 4:30 p.m., six participants
- The second focus group: February 12, 2020, from 5:30 p.m. – 7:00 p.m., three participants
- The third focus group: February 12, 2020, from 7:30 p.m. – 9:00 p.m., four participants



Want to earn \$40?

You must:

- Be over 18 years old
- Speak English or Spanish
- Have visited the Driver License Division for ID card services recently



Sign up for a 2-hour group conversation about how the State of Texas can improve ID card services.

Fill out the 1-minute survey at <http://bit.ly/dpsstudy> or use your mobile phone camera to take a picture of the QR code above by **February 10, 2020**.

<http://bit.ly/dpsstudy>
 512-766-5381
ic2survey@utexas.edu
<http://bit.ly/dpsstudy>
 512-766-5381
ic2survey@utexas.edu
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Figure 1.1 Flyer for the Customer Focus Group Recruitment



Figure 1.2 Facebook Post for the Customer Focus Group Recruitment

The detailed demographics of the participants is presented in Appendix A. Appendix B includes the satisfaction and importance exercise sheets. Appendix C includes the focus group guide.

1.1.3. Procedure of the Customer Focus Group Meetings

When participants entered the focus group room, observers were behind a one-way mirror to view and take notes on the discussion. Participants filled out the satisfaction exercise sheet. On a continuum of “not satisfied” to “satisfied,” participants marked their level of satisfaction with each of the DLD customer service items the team had listed on the sheet. The study team cards printed with each service item listed on the exercise sheet; the cards were taped vertically on the wall, as shown in Figure 1.3. The team told respondents their responses to the exercise sheet would guide a group discussion about how satisfied they were about each of the items listed. Based on participants’ recommendations, the team would move the cards denoting those items from “most satisfied” (on the left side of the horizontal axis) to “least satisfied” (on the right side of the horizontal axis). Respondents discussed each aspect of service and the facilitator moved these items based on the discussion. Certain items could be polarizing (described in Section 1.1.6), so the representative cards were set off to the side, and the team made a note of them for the second exercise.

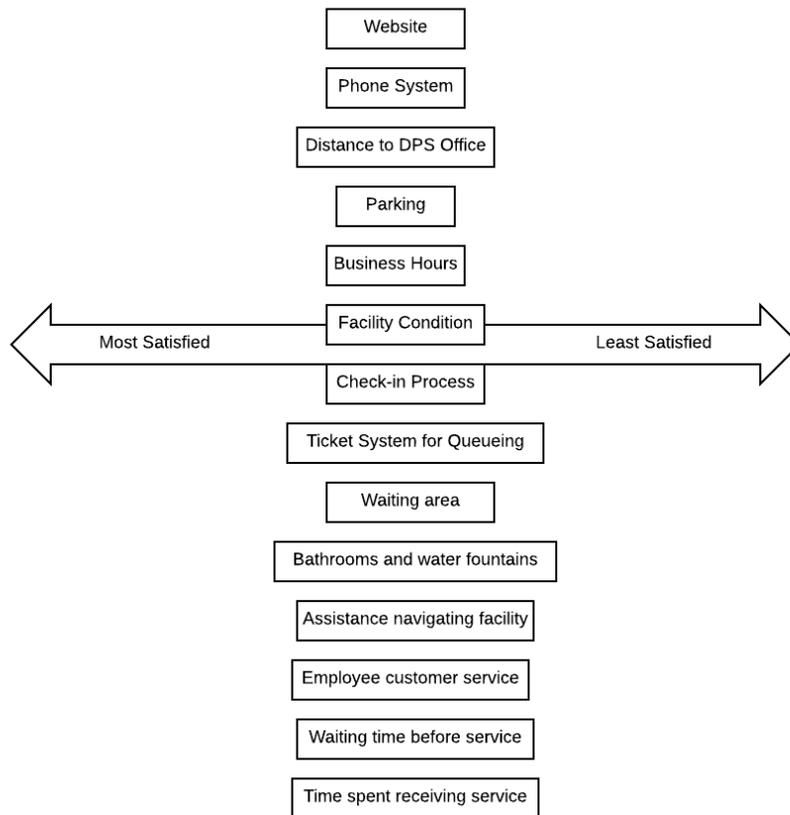


Figure 1.3 Example of Starting Point for Satisfaction with DLD Services Group Wall Exercise

After discussing and moving service items along the wall’s horizontal satisfaction scale, the study team used the discussion guide to ask in-depth questions about each of the services. Participants came up with items that the team had not considered and helped break down items supplied for the exercise. Added or developed items included:

- Law enforcement officer at check-in
- Waiting outside versus waiting inside
- Accessibility for the disabled and elderly
- Customer service at check in versus customer service at transaction

After completing the exercise, the study team took a five-minute break where the facilitator met with observers behind the one-way mirror. Meanwhile, participants filled out the importance exercise sheet. The facilitator then led the discussion with focus group participants to move the items vertically along a vertical axis of “most important” (at the top) to “least important” (at the bottom). While the satisfaction

exercise referred to how satisfied participants were based on their most recent visit to use DLD services, the importance exercise referred to how important these aspects of service would be to the participants' future decision-making about which DPS office to go to for DLD services. The resulting top right quadrant in Figure 1.4 shows the aspects of customer service that were most important and the least satisfactory to participants.

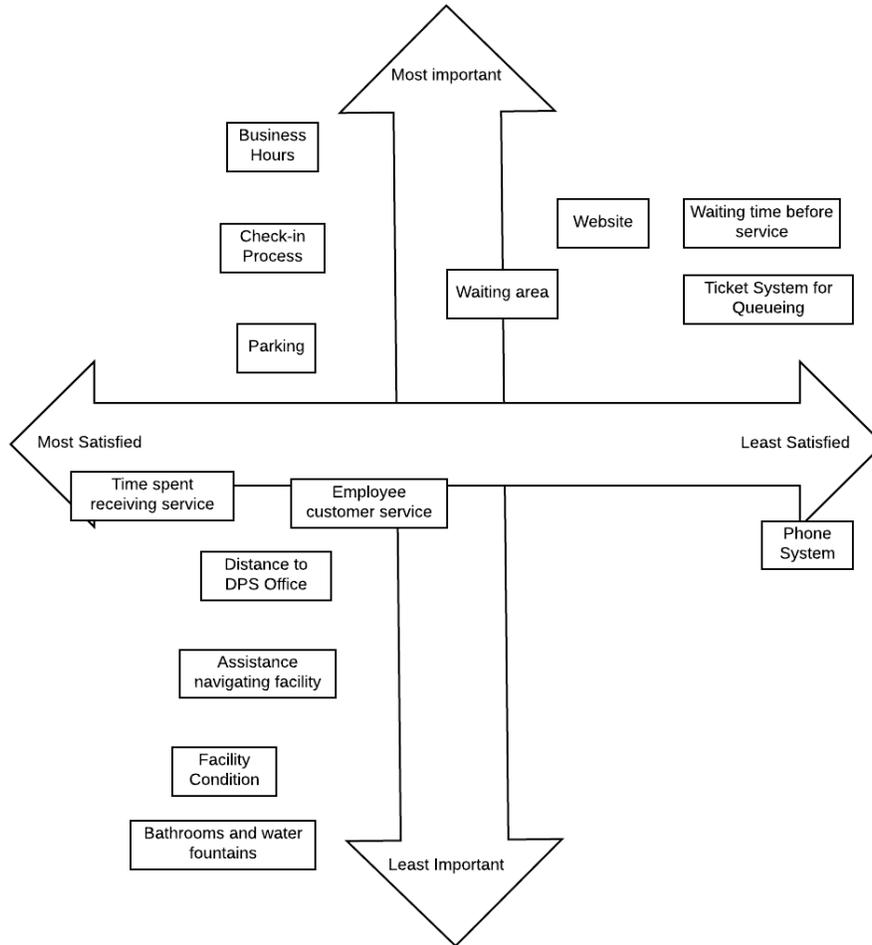


Figure 1.4 Synthesized Ending Point after Satisfaction and Importance of DLD Services Group Wall Exercise

1.1.4. Summary and Findings of the Customer Focus Group Meetings

Summary: Based on our analysis of Austin focus group transcripts, the study team found that Q3: “How can the DLD improve customer service?” is a more important question than Q1 or Q2 to customers using DLD services. The consensus and disagreements of Q3 are presented in Section 1.1.5 and 1.1.6, respectively. The analysis showed that customers care more about the way they are treated, the management of their expectations, and their ability to plan around a DLD visit, than

how long the actual wait time is, e.g., waiting either 30 minutes or up to 1 to 2 hours could be similar in satisfaction for most respondents, if other aspects of the interaction are reliable and satisfactory.

Q1: Should the Driver License Division (DLD) remain in the Department of Public Safety (DPS), move into the Department of Motor Vehicles (DMV), or become its own entity?

Finding: Respondents preferred improving existing services that they identified as important for their customer experience over using the same resources to move DLD from DPS to the DMV.

The following feedback was generated during the discussions from Group 1 and Group 2, presented as examples of the customers' opinions on Q1.

Group 1

Facilitator: Should DLD stay in DPS? Or should DLD become its own department?

“Just a part of DPS. It's what everybody knows...if you're going to start changing stuff, there's no reason to take it out because then you're going to confuse people even more because right now everybody knows you go to DPS for your license.”

“The money they would use to tell people could be used more in DPS...don't fix what's not broken.”

Group 2

“Well the DMV in California is a disaster. So if it were to go under that umbrella, I'm not sure the circumstances would change...we've been bruised by the present experience and not being listened to and not having effective advocacy on the phone or website that's clear and communicative. So the process at present is inadequate and needs to be fixed, whoever is doing it, if they can only listen.”

“Just make it a system that works.”

Respondents regularly mixed up referring to the DLD as the DMV. A few respondents from out of Texas said if they moved the DLD to the DMV, then it would be less confusing for them. A few respondents from Texas said that the DLD had always been in DPS, so not moving the DLD would be easiest for them. A few respondents worried that moving the DLD to DMV would cause more confusion for customers and the money and efforts put toward making that transition could be better used to improve what currently exists.

All respondents agreed that they did not care whether DLD stays in DPS, is transferred to DMV, or is established as a stand-alone agency, as long as other aspects of their experience were improved, which for higher administration consideration could include department location, e.g., sufficient parking, size of the building for waiting area, and/or bus stop location.

Q2: What does the DLD need to do to reduce wait times for DLD services?

Finding: Most of the customers, even those with appointments, had to wait one to three hours to receive services. These customers said the waiting time was too long. However, the overall experience was improved or worsened by other aspects of the customer service experience. More important than the actual wait time was the frustration around not knowing how long they would have to wait and whether they would ultimately be served.

The following feedback was generated during the discussions, presented as examples of the customers' opinions on Q2.

Facilitator: What did you think about the tracking system?

"That was my biggest trouble... I had a different letter of the alphabet. I started, I was moving up, then all of a sudden, I came to a grinding halt and all these others that had started after me started moving up, and there was no rhyme or reason as to why. I was running out of time...it's a system you don't understand. Nobody gives you any information. It seems inconsistent. There's the illusion that ...there's all these people serving you and yet it takes three hours at least... from what they were telling me because I asked, "Why are these other people moving through?" And they said, "Well they have more complicated things and we need to get them done by the end of the day." So they were pushing them up when I was sitting there with all my paperwork in hand...there should have been like an expedited line for those who were ready."

Facilitator: Is there anything you would have done differently to prepare for that visit? Would you do something differently if you had to go back to the driver license division?

"Better prepare my son for how long the wait was going to be... [My autistic son] He's pretty high functioning. If I had warned him, "We're going to be here about three hours or two hours," he would've mentally been okay with that. But we walked in there, "We're probably going to be a long time, but I don't know how long. I have no idea."

"The ticket system tracking system, very poor because I had no idea how long my wait was going to be...It showed, okay we're serving these four people, but they would pop up randomly, which number, so there was no

way to say, "Okay there are three people ahead of me. There are two people ahead of me. There are 20 people ahead of me. I might not have time— I might want to do this a different day." I don't think that's fair to people. We need to not waste their time...I had an appointment, but it's like you can't get to the appointment because you have to wait for a spot in the parking lot."

A few customers had to make multiple trips because their situations required multiple services. However, a few customers also had to make multiple trips because they did not have the right paperwork. Some customers were expedited at the end of the day, so that they would not have to come back. A couple of customers had waiting times shorter than an hour or did not find their wait unbearably long because they had experienced worse wait times outside of Texas.

The remainder of the analysis is organized into two sections. Section 1.1.5 describes service items that focus group participants agreed upon, in terms of the service items' importance or level of satisfaction with the service item. Section 1.1.6 describes service items that focus group participants disagreed about, in terms of the items' importance or level of satisfaction with the service item.

1.1.5. Consensus of the Customer Focus Group Meetings

On certain elements of the DLD experience and how the DLD can improve customer service, the respondents shared common experiences and reached agreement as the level of importance or satisfaction.

1.1.5.1. Website

Respondents felt that the website could be greatly improved. They believed that resources spent on improving the website would pay off more than if those same resources were spent on other aspects of the customer-facing experience, like the call-in phone system.

Respondents also said that they had previous experience with good websites, so they knew that the organization of information and functionality of the website could be greatly improved. In particular, customers wanted the website to be clear about which documents were needed for which services, e.g., new policies like the REAL ID act, new licenses for persons with violations, replacement driver licenses, and for people moving to Texas from out of state. In particular, one group thought that the website should provide a page for people moving into Texas from out of state who needed to get services from both DMV and DLD, outlining which department covers which services. Information about people who could renew their driver license online and who could not, as well as the paperwork needed for in-person renewal, would also have helped. Respondents suggested that having a

representative that they could chat with online while searching the website would be helpful. For example, one participant wanted to find out what the DLD was doing to regulate license renewal for older drivers with severe health problems, like dementia, who should not be allowed to drive.

1.1.5.2. Call Center Phone System

Respondents said that from previous experiences with call-in phone systems for government agencies, they were expecting long wait times and automated response machines. Many of them did not even try to call in, or only tried as a second step to confirm information that they found on the website but did not understand.

1.1.5.3. Best Practices: making online appointment, arriving early, clearing schedule, using mega center

Respondents who signed up for an appointment through the website in advance of their visit, and also arrived early for their appointments, still waited for several hours. Although they were unhappy that they still had to wait several hours and did not know when their appointment would actually take place, they were happy that it meant that they would be served that day without having to return. These respondents made adjustments to take off several hours from work and arrived early, expecting a long wait. Another best practice included going to a mega center for sufficient parking, waiting room space, and a satisfactory wait time.

1.1.5.4. Managing Expectations for Wait Time

Respondents wanted the ability to sign up for appointments earlier than the day of the appointment itself. As an example of an agency that allows that feature, a respondent mentioned the Transportation Security Administration (TSA), where an appointment to review documents for pre-check is available online through different offices with schedule availability provided for each office. Respondents also wanted to know how long a wait to expect. An example of a service that provides wait times is the Yelp website, where users check wait times at restaurants and add themselves to a seating wait list. The restaurant's wait list updates as customers are served. By knowing how long their wait would be, respondents could prepare dependents (particularly elderly relatives or children with disabilities) or plan a longer drive to a more efficient office, allowing children to sleep in the car, and minimizing wait time in the office itself.

Respondents were most upset with the queuing system that was displayed on monitors in the waiting area. The monitors display both letters and numbers, but not in a discernible order of who was to be served, so that people did not know how to manage their expectations about when or if ever they would be served. People who had come in after them would be served before them. Similarly, there was no

way to estimate how long their wait would be. Respondents wanted a system that would help manage their expectations—and thus their frustration with waiting. They want a system that indicated, both on the monitors and in the organization of the waiting room, the current wait time for people who had quick transactions (such as renewals with all paperwork ready), and the current wait time for those who had more complex transactions (such as obtaining a new license).

1.1.5.5. Law Enforcement Officers

For the most part, respondents liked that DPS had officers on hand. For the respondents who spoke to experiences with officers, at the worst officers were uninvolved, and at best, they were helpful. One respondent was having trouble with the employee providing him services and the officer stepped in to correct the employee, which helped to calm the man down. Another participant said that at one office, the officers were around but unhelpful, and at another office the law enforcement officer was monitoring and regulating the waiting line outside, which was very helpful. Respondents said that having a law enforcement officer around, whether at DPS, DMV, or stand-alone agency, would make customers feel safer, especially when people became upset because of the bad customer experience they were having. If customer experience was improved, there may be less need for law enforcement officers.

1.1.5.6. Facility

Respondents were satisfied with the ease of check in using kiosks at the DPS offices. They were also satisfied with the signage for where to go, where to sit, and the quality of the building, water fountains, and bathrooms. Respondents said few people actually used the water fountains or bathrooms because they didn't want to give up their space in the waiting room and did not want to miss their number being called—a result of the unclear queuing system. They were also satisfied with mediocre facilities, as long as they were clean, and provided that other more important aspects of customer service could be improved.

1.1.5.7. Public Relations Campaign

Respondents who had used DLD services multiple times over their lives were frustrated that they didn't recognize any improvements to the process since the last time they had visited for services, more than a decade earlier. More importantly, respondents had the perception that DLD was supposed to have made changes to improve the customer experience in the past, but as far as their own experience, they did not see the results of these changes. Respondents in one of the focus groups said that they would appreciate future improvements from this project to be widely and clearly communicated through a public campaign, so that customers could approach their next DLD visit with optimism and would also be able to use

improvements that would facilitate a better experience. Several respondents described having to recover from the stress of their experience for the rest of the day.

An effective public campaign would also require regulating informal and formal sources that review DPS offices (such as social media sites) so that people trying to determine which office to go to for DLD services would not be making decisions based on past or incorrect information.

1.1.6. Disagreements of the Customer Focus Group Meetings

For these elements of the DLD experience, the levels of satisfaction among respondents varied: parking availability, outside waits, check-ins, and customer service.

1.1.6.1. Parking

Some respondents said there was sufficient parking, or a short wait for parking as cars turned over spots. Other respondents reported insufficient parking, requiring people to park in other nearby parking lots, and one respondent from Houston said he drove around for an hour looking for parking. He suggested use of a parking attendant and a similar queuing system for parking, as there is for waiting for services inside the office—for example, a parking attendant to direct traffic, parking lots that show the number of available spaces on a monitor, and update waiting time online, so that customers can plan for their DLD appointment before arriving.

1.1.6.2. Waiting Outside

Some respondents found no waiting lines outside the DPS office, while others reported extremely long lines outside the office. Respondents were worried for the elderly, disabled, and young children having to wait for long periods of time outside the office without seating, cover, or water, especially in the summer. Respondents were puzzled that once you got into the office, elderly in wheelchairs received help getting in the door, but that this same care was not provided outside the office. Some respondents said people were bringing service pets and children and these individuals took up waiting room space. To ensure sufficient waiting room seating, they felt that an online reservation should include how many persons would be accompanying a customer (such as companions, children, or other dependents). Most of the respondents agreed that there was insufficient space between seats to allow people to feel comfortable in the waiting room. Respondents felt that being corralled by rope outside the office, inside the waiting room, and crammed into seats made them feel like cattle instead of humans.

1.1.6.3. Check-in Process

Some respondents walked into the DPS office and went straight to a kiosk that helped them to check in easily. Other respondents did not use a kiosk and had varying experiences, with either a DLD staff member to check them in by reviewing their paperwork, or an officer let them into the office. The description of the overall flow of respondents through their DLD visit made it clear that there was no policy in place for how people should be flowing through the DLD visit. A few respondents did not have the paperwork they needed and waited until they were supposed to receive services before they found out. In the waiting room, some respondents said they were not allowed to use their phones or eat or drink, while others said they or other people were doing these things. This type of information or policy should be communicated through the website and should be standardized, if necessary. One group also said that there should be information on the website and in the office when people checked in for people who do not speak English or Spanish as their first language.

1.1.6.4. Customer Service

Customer service experiences also differed. Some respondents said once they received services, the employee was super helpful, and the actual transaction was quick and easy. Other respondents said the employee was curt, rude, and tried to rush them through the service desk either without answering their questions or answering their question incorrectly. One of these respondents said it may have been because she had arrived later in the day and there was an escalation of frustration in the last two hours before the office closed, when employees seemed overwhelmed, and customers were worried that they would not be seen by the end of the working day after having waited several hours for services. A few respondents said that their employee could not find their identity in the data system and did not know how to deal with the situation, saying things like, “you do not exist,” even though the respondent had all their paperwork identifying them at the desk. Employees needed better training for new policies and a set process for escalation when they did not know what to do or could not find a person in the system. Respondents thought there should be a process in place to deal with rush hour or overflow demand, especially at the end of the day. One respondent expressed frustration at seeing empty service centers (processing stations), and employees leaving for lunch without replacements, while so many people were waiting for services.

1.2. Breakout Sessions with DPS, DMV, and County Offices through WebEx

The study team conducted a series of breakout sessions on various topics related to DLD, including management, operations, and performance measures; REAL ID

compliance and security; customer service; general information technology (IT) issues; and call centers. Depending on the topic, representatives from DPS, DMV and/or county offices were invited and participated in the discussion on the three options for DLD operations. In addition, the study team held breakout sessions with DPS commissioners, DMV board members, and DPS executives and deputy directors. Due to the COVID-19 pandemic, these breakout sessions were conducted online through Cisco WebEx, where participants can either log in through a computer or call in using phones.

1.2.1. Breakout Session on DLD Management, Operations, and Performance Measures

The breakout session on DLD management, operations, and performance measures was held through WebEx on Thursday, May 7, 2020, from 11:30 a.m. to 2:00 p.m. The 14 participants included 4 representatives from DPS, 5 representatives from DMV, and 5 study team members. The study team prepared a list of seven questions associated with DLD management, operations, and performance measures. These questions were discussed during the breakout session.

1.2.1.1. Objectives

The objectives of this breakout session were to:

- Understand current management, operations, and performance measures of both DLD and DMV
- Obtain factors that could impact those three elements
- Understand current constraints on those three elements
- Gather information to facilitate discussions and gain new insights that help explain the benefit(s) or drawback(s) of the three DLD location options, framed in terms of management, operations, and performance measures

1.2.1.2. Summary of Key Findings

The first goal of DLD is to provide driver license program customers with completed transactions or the information they requested on the first visit; this goal is more important than wait time. The second goal is to ensure safety and security while increasing online transactions. Some customers come to the office not for transactions but just to ask questions. It is important to record the number of successful contacts with the customers because those customers come in and receive a service. Therefore, the number of successful transactions and contacts with the customers could be a performance measure. However, federal REAL ID Compliance requirements often mean a customer must present documentation in

person. This is a state and national security issue. Although the DLD website has a checklist of required documentation as well as an online tool to personalize the documents needed, a number of customers do not check online before coming to the office. If possible, customers should be provided multiple choices or options to complete the transactions. Online transaction method should be incentivized.

Regarding the three study options, participants suggested that DPS has extensive experience (e.g., equipment, infrastructure, information technology, etc.) in operating the Driver License Program and the DPS mission as a law enforcement agency did not necessarily mean it would provide poor customer service. If DLD is moved to DMV, management would need to consider cross-training employees to perform both license/ID and the vehicle title and registration (VTR) functions for efficiency. However, experience indicates it is difficult and time-consuming to move an organization or establish a stand-alone agency—having sufficient resources, particularly budget, is the key. As a stand-alone agency, DMV has improved customer service by streamlining processes. Although DPS has many programs to manage, DLD does have a single focus and a team aspect. With a stand-alone agency, customers would know exactly where to get driver licenses and ID cards.

The list of participants and questions discussed are provided in Appendix D.

1.2.2. Breakout Session on REAL ID Compliance and Security

The breakout session on REAL ID compliance and security was held through WebEx on Friday, May 8, 2020, from 8:30 a.m. to 10:00 a.m. The 10 participants in this breakout session included 5 representatives from DPS and 5 study team members. The study team prepared a list of 15 questions associated with REAL ID and security for discussion.

1.2.2.1. Objectives

The objectives of this breakout session were to:

- Understand the components of REAL ID compliance that are currently under DPS's charge.
- Understand how REAL ID compliance requirements are communicated internally and to the public.
- Understand the systems and processes needed to verify the validity of source identification documents.

- Gather information on current efforts and other ideas for streamlining REAL ID compliance at the end-user level.
- Gather information on best practices to ensure the safety of workers while dealing with potentially dangerous customers.

1.2.2.2. Summary of Key Findings

As a division of DPS, DLD places high priority on REAL ID compliance and security. DPS and DLD's organizational priorities support implementing state and federal regulations such as the REAL ID Compliance Act. However, DLD is only one division of DPS and may be lower on the list of departmental priorities.

Funding for identification document verification technology would benefit communication with the public about what is needed to obtain or renew a driver license. Funding for better technology to increase customer experience and quality of service has not been considered a top priority in the past. For example, a check-in system that verifies eligibility requirements does not prevent people from bringing in the wrong documents, such as a birth certificate from a hospital instead of an official birth certificate.

Visiting a DPS office more than once to complete a transaction not only creates a frustrating experience for the customer, but also indirectly affects the experience of other customers. Repetitive visits to complete a single transaction increases the wait area and employee processing time demands, which can increase wait times. Technology that improves clear communication with the public about requirements must be prioritized by the DLD moving forward.

In terms of security concerns, both physical security threats and cyber threats can be minimized with increased funding. Moving DLD to a different state agency or even creating a new state agency to house DLD could be costly because new infrastructure, IT, legal resources, and human resources must be acquired, which are already available through DPS.

While DMV has some of these resources in place, changing over from an intra-agency information sharing to inter-agency information sharing environment would require additional expenditures. There is no clear advantage in terms of improving employee physical security gained by moving DLD to a different state agency.

The list of participants and questions discussed are provided in Appendix E.

1.2.3. Breakout Session on Customer Service

The study team conducted three breakout sessions on customer services with representatives from DLD and DMV. Participants included both managerial staff and frontline customer-facing employees.

- Session 1: Wednesday, May 13, 2020. 2:00 p.m.–3:30 p.m. The 20 participants included 7 representatives from DLD, 6 representatives from DMV, 5 study team members, and 2 unidentified callers.
- Session 2: Thursday, May 14, 2020. 3:30 p.m.–5:00 p.m. The 17 participants included 7 representatives from DLD, 3 representatives from DMV, 6 study team members, and 1 unidentified caller.
- Session 3: Thursday, May 21, 2020. 1:00 p.m.–2:30 p.m. The 12 participants included 5 representatives from DLD, 3 representatives from DMV, and 4 study team members.

For each session, the study team prepared a list of questions associated with customer service for discussion.

1.2.3.1. Objectives

The objectives of this breakout session were to:

- Understand how DMV and DLD are operated to produce a good customer service experience
- Understand current difficulties of DMV and DLD in improving customer services
- Understand how DMV and DLD train their customer service representatives
- Gather information on potential customer service improvements
- Obtain opinions on the three DLD location options from the perspective of customer service

1.2.3.2. Summary of Key Findings

The study team found that by improving working relationships and connectedness, the quality of customer service increases. Working relationship factors that improve customer service included some level of autonomy, cooperation with colleagues, and hiring people who are proactive and highly motivated for public service. The following discussions summarize the main findings for each topic.

1.2.3.2.1. Response to long wait times and customer wait-time expectations

Although DMV and DLD face similar issues with customer service, DMV is a much smaller organization than DPS. In addition, DMV has partnered with county tax assessor-collectors (CTACs) to process VTR transactions, which increases the number of employees who process transactions significantly. DMV has 146 employees who support VTR transactions, whereas CTAC offices have approximately 3,000 employees. Additional information about DMV/CTAC VTR transaction processing is provided later in this technical memorandum.

Both DMV and DLD have recently implemented new appointment/check-in systems to help reduce wait times and increase the customer's reassurance regarding the specific time at which they will be served. DMV implementation of the new system is in response to a customer-service survey that all DMV employees reviewed with their managers. As of this writing, DLOs have not yet been opened to service driver license renewals using the new Applus™ appointment system, though initial response from DLD customers who have used the new appointment system is positive.

1.2.3.2.2. Response to website, phone system, and public relations campaign

DLD lacks the formal agency structure that would exist were the overall organization focused on customer service, rather than a combination of law enforcement and safety as a priority and customer service.

For example, DMV has a high-performing call center and a division dedicated to improving communication with the public. The DLD call center has not been integrated into the division as a critical resource for customer service, which has been identified by DLD and the Sunset Advisory Commission as an area that needs improvement.

1.2.3.2.3. Language access

Both DMV and DLD have customer service issues with language access. Both agencies have websites that are translated into Spanish. DMV provides cheat sheets for the customer on how to fill out forms in Spanish and provides this to customers by email or postal mail. DLD session participants suggested that other language translations are needed on the DLD website to facilitate customer communications.

1.2.3.2.4. Law enforcement officers

DLD employees liked that they had law enforcement officers on hand to deal with situations in which customers could become abusive with DLD employees or even other customers. Some county offices have also indicated that their staff must deal

with abusive customers and have called law enforcement to handle the situation. In addition, driver license transaction customers might be identified as having an open arrest warrant during processing; DLD employees indicated that having an officer in the DLO was very helpful in these circumstances.

DMV appreciated being located near DLD offices because law enforcement officers were nearby if needed. Although DMV employees were less worried about their safety than DLD employees, DMV also recently installed panic buttons in response to DMV employee concerns.

1.2.3.2.5. Increasing worker engagement and customer service: team time and awards

DMV has taken recent steps to make the organization's communication and feedback loops between all levels of employees more horizontal instead of vertical. Instead of policy and procedure changes coming only from top management and trickling down to customer-facing employees, formal mechanisms for customer-facing employees to communicate emerging issues and suggestions to higher-level management have been put in place and motivated by team-based reward mechanisms.

The Customer Relations Division (CRD) in DMV that handles the phones were enthusiastic about the team time that was structured into their division. This additional motivation is extremely important for people who are always on the phones, and have little opportunity to interact with colleagues. The answer rate for DLD on phone calls is much lower and it was not easy to speak to anyone from the call center. It was not clear whether the same motivation approach CRD employs is implemented throughout DMV. Both DLD and DMV said that there were holidays, food, and office parties.

DMV team building was motivated by awards given for top customer service reviews. In a later quote, the study team found that state agencies cannot buy food or drinks, so these employees are essentially paying for their own rewards. With this kind of barrier, an innovative agency would think of other ways to reward and motivate their employees to provide better customer service.

1.2.3.2.6. Customer feedback and review

Both DMV and DLD provide an award to acknowledge that an employee's idea had been implemented. DMV provides a formal feedback loop that processes customer feedback and interactions with management and employees. DLD continually conducts customer service surveys that are posted online at the DLD website. DLD's process is managed at the division level and communicated to regional managers during scheduled meetings held at different regional locations. These meetings are held quarterly or semi-annually depending on circumstances.

1.2.3.2.7. Career advancement at DLD

When opportunities for career advancement and additional employee training arise, these are not communicated clearly throughout the organization and are not implemented in a way that increases DLD employee engagement in their work. DLD employees and lower level managers expressed that they did not know how to advance in their careers.

For example, a management training academy had been planned to be offered to all employees in DPS. However, lower-level management and customer-facing employees were unclear about what had happened to that initiative. While managers were supposed to have an “open door” policy for communication with their employees, employees said that this policy was only effective as long as the manager was effective. Individual managers would implement individual initiatives to increase worker engagement, but these best practices were not implemented across the board and there were limited formal opportunities for these practices to be shared among employees and among managers.

1.2.3.2.8. Career advancement at DMV

DMV has also made changes to their hiring, career advancement, and management training programs. They specifically recruit and advance employees with different leadership styles and backgrounds compared to the type of management the DMV had experienced under TxDOT. Similar to how DMV became its own agency (created from divisions at TxDOT), DLD would be able to restructure itself and orient its customer service training and work culture to focus on customer service improvements as an ongoing goal of the organization.

1.2.3.2.9. Preferences for staying, moving, or creating new agency

DMV and DLD employees said that some customers were confused about where to go to get certain services and the differences between DMV and DLD. CTACs relayed this same comment from new Texas residents, who are surprised that a county tax office processes VTR transactions, or that registration stickers can be purchased at some grocery stores or other businesses.

There were concerns that, if DLD was moved out of DPS, they may not have as many back-office support resources they currently have working within the agency.

1.2.3.2.10. Disadvantages of moving DLD

Based on the discussions during the breakout sessions, the following disadvantages were identified:

- Form another governmental entity could confuse customers—though opportunities do exist to clearly identify the correct office for driver license and ID card services if DLD is part of DMV or is a stand-alone agency.
- DLD receives support from DPS law enforcement officers and structures. DLD or DMV would need to work with DPS to ensure these connections are retained if a move occurs.
- DLD has 229 DLO and mega center offices located throughout the state. In terms of IT, DLD has a massive IT system and security system. Moving DLD out of DPS will require extensive effort and funding for IT alone.
- DMV senior management indicated that an important efficiency consideration would be to cross-train customer-facing employees to handle both VTR and driver license transactions. However, it was pointed out that this does not imply that DMV would take this action. Combining transaction types could result in reduced customer service and longer wait times. Parking lots would also be more crowded.

1.2.3.2.11. Advantages of moving DLD

Based on the discussions during the breakout sessions, the following advantages are summarized:

- Stand-alone Agency: DLD would not have to compete for resources and priorities with other departments. An independent agency would be more nimble in terms of enacting enhancements and ultimately provide better service to customers, if provided proper resources.
- Move to DMV: DMV is well-known for providing top-notch customer service.

The list of participants and questions discussed are provided in Appendix F.

1.2.4. Breakout Session on General IT Issues

The study team conducted three breakout sessions on general IT issues with representatives from DPS, DMV, and county offices. Participants included both managerial staff and frontline customer-facing employees.

- Session 1: Tuesday, May 12, 2020. 11:30 a.m.–1:00 p.m. The 14 participants included 1 representative from DLD, 3 representatives from DMV, 5 representatives from county offices, and 5 study team members.

- Session 2: Thursday, May 14, 2020. 10:30 p.m.–12:00 p.m. The nine participants included one representative from DLD, two representatives from county offices, and six study team members.
- Session 3: Friday, May 15, 2020. 9:00 a.m.–10:30 a.m. The 19 participants included 11 representatives from DLD, 7 study team members, and 1 unidentified caller.

For each session, the study team prepared a list of questions associated with IT issues for discussion.

1.2.4.1. Objectives

The objectives of this breakout session were to:

- Understand current IT status in DMV, DLD, and county offices
- Understand how IT support is provided to the field offices in case of a problem for DMV, DLD, and county offices
- Gather information on the challenges that are faced by the IT systems
- Outline the ongoing efforts that are made to improve IT services
- Obtain opinions on the three DLD location options from the perspective of IT services

1.2.4.2. Summary of Key Findings

The breakout sessions yielded the following highlights:

- DLD is undergoing multiple upgrades and transitions to its IT, including replacing NEMO-Q queuing systems at 73 DLO and mega region centers with Applus™ Appointment System kiosks (532 Applus kiosks in 226 DLO and mega centers); installing 1,600 new PC workstations with Windows 10 upgrades; and adopting a new biometric system for taking photos, thumbprints, and signatures.
- Separating DLD applications and data from DPS servers will be time-consuming. Successful integration will require adequate infrastructure, data centers, and attention to cybersecurity.
- IT migration should be planned in a phased manner.

- Because DMV is part of the state's data center and DPS is not, a determination will need to be made if legislation is required to allow DLD's data to be stored on the state's data center servers.
- Some customers will prefer visiting a DLD DLO in person, no matter how well the DLD website is designed.
- DMV provides computers and a network to perform VTR functions at county tax offices. County offices conduct most of the VTR transactions for in-office and mail-in customer transactions.

1.2.4.2.1. IT Service Centers

Regional DMV office staff or contracted IT personnel support DMV employees at regional service centers and county tax office staff at over 500 offices statewide on DMV workstations. Networks for DMV and for the counties are separated, although they are monitored in the same building. For statewide issues that affect multiple county offices, county offices might email DMV's Austin office to solve problems at scale.

Otherwise, both DMV employees and county office employees submit tickets to DMV call centers for customer service issues. Tickets are serviced by DMV staff and, in some remote locations, contracted personnel. It can take up to 3 days for county offices to get hardware-related issues addressed, while some minor problems may be completed within the hour. In the event of an IT issue, many county offices hold onto the customer's paperwork and call them back once the IT issue is resolved. At county offices, DMV IT supports only VTR services. County employees have their own IT for non-VTR functions.

It is not always clear who is responsible for providing IT support to a given county office. Many rural counties do not have dedicated staff, and there are often significant delays responding to service requests. For county offices, IT can either resolve tickets remotely or visit the county office.

Most network connections to county tax offices are outdated and need to be updated to Ethernet systems. County offices need prior approval from DMV to begin using functions like credit card readers.

DLD employees call their support desk to report hardware or network issues to be solved remotely. All field support employees are DPS employees, but DLD has equipment—that is owned by vendors—that collect thumbprints, photo, signature, and credit card data. Those vendors are contacted for issues with their equipment. Otherwise, the DPS IT network team solves network problems, and the support desk solves hardware problems.

1.2.4.2.2. DLD Functions and Improvements

DPS is not part of the state's data center, so DLD does not have the same data security as DMV. It might be necessary to pass legislation to allow DLD onto the state's data center, if DLD moves from DPS. DLD does not have the staff to pre-screen documents from customers who upload them online. Additionally, customers are often required to bring original copies of documents for in-person transactions, limiting options for online upload.

While the DPS website is being upgraded, this website does not have a direct link to the driver license application. The DPS website will have a direct link to the Applus™ appointment system. To complete license renewals online, customers are directed to the Texas.gov website automatically.

1.2.4.2.3. Appointment and Queuing Systems

Many DMV customers wait until the last minute to complete DMV transactions. They are not accustomed to an appointment-based system, like the one developed by Applus Technologies that DLD is moving to. Many customers will continue to show up to offices for same-day appointments, without sufficient planning. Customers might use an online real-time wait time service once they're in the office, but there must continue to be some walk-in capacity, even if offices move to appointment-based systems.

DLD will use a phased approach for implementing the new appointment system. A percentage of appointments will be retained in case walk-in customers do not have an appointment. They will be offered one of the available reserved appointments for that day or an appointment will be made for them on a future date.

1.2.4.2.4. Transfer to DMV or Stand-alone Agency

If DLD moves from DPS, there will need to be a detailed transition plan to migrate the driver license servers to the state server. A successful IT transfer to DMV could take two years or more. Among the many outstanding questions to resolve on server requirements are how much data must be migrated and how many users are in the DLD systems. Some DLD applications are hosted on the DPS server, which interacts with other agencies. If DLD moves from DPS, the DLD IT architecture will need to be rebuilt at the new destination. This should be a carefully planned, phased process.

All DLD data is hosted in an in-house data center. If DLD moves from DPS, DLD's data will need to be moved to the state's data center. If DLD becomes a stand-alone agency, DLD will also need to take some portion of DPS IT employees with them to the new agency or hire new employees. If new employees are hired, DLD will lose the expertise of DPS's cybersecurity expert team and its significant cybersecurity infrastructure.

Currently, DLD has a 75-year data retention policy. If DLD transfers to DMV, there will be huge amount of data to transfer, including driver history, law enforcement components, and communications with other states. This will be a lengthy process, potentially taking two years or more. The first issue to consider is how to take the DLD network off of DPS's network and merge with DMV's network. The second issue is to understand DLD's IT requirements once DLD is at DMV.

If DLD moves to DMV, DMV might not be able to focus as much management attention on VTR services as they currently do. One issue to consider if DLD moves to DMV is integrating websites. DMV is looking to roll out a new website which has been under development. The new DMV website would need to be modified to include Driver License Program services.

The list of participants and questions discussed are provided in Appendix G.

1.2.5. Breakout Session on Call Center

The study team conducted two breakout sessions on call center issues with representatives from DPS, DMV, and county offices. Participants included both managerial staff and frontline customer-facing employees.

- Session 1: Friday, May 15, 2020. 12:30 p.m.–2:00 p.m. The 16 participants included 10 representatives from DLD and 6 study team members.
- Session 2: Friday, May 15, 2020. 2:30 p.m.–4:00 p.m. The 16 participants included 1 representative from DLD, 5 representatives from DMV, 3 representatives from county offices, and 7 study team members.

For each session, the study team prepared a list of questions associated with call center issues for discussion.

1.2.5.1. Objectives

The objectives of this breakout session were to:

- Understand current call center status in DMV, DLD, and county offices
- Understand how call center support is provided to the field offices in case of a problem for DMV, DLD, and county offices
- Gather information on the challenges that are faced by the call center
- Outline the ongoing efforts being made to improve call center services
- Obtain opinions on the three DLD location options from the perspective of call centers

1.2.5.2. Summary of Key Findings

The breakout sessions revealed the following insights:

- Low response rates to phone calls stems from the limited number of staff in relation to annual call volume
- Technology improvements that would allow better data collection on customers and self-service options for callers would improve efficiency
- There is little anticipated direct benefit from transferring to DMV or becoming stand-alone agency for the call center, as customer base and call volumes would stay the same
- There is significant capacity for employees that work remotely at both DLD and DMV call centers
- Call centers would benefit from improved online services and communication, as many calls are inquiries regarding information or services that are available online

1.2.5.2.1. Current State of DLD Call Center

The call center at DLD answers customer and replies to customer email queries. Some of the main inquiries from customers are about which documents they must bring to DLOs to process a given transaction. While DLD call center staff cannot process customer transactions such as license renewals, they do often direct customers to the correct online location to conduct transactions. The DLD call center faces high call volume, with more than 7.1 million calls in FY 2019 and 30,000 email inquiries.

There are 90 DPS DLD call center staff, with 61 total call specialists who answer customer and field staff inquiries. Even prior to the COVID-19 pandemic, 46 of the 61 call specialists worked remotely, with just 14 staff operating from the central Austin office. New call center staff have four to six weeks of mandatory training, including a final test to earn a certificate.

The DLD call center is supported by the central DPS IT team, adding to the multiple competing needs and requirements across the entire agency that the DPS IT team must juggle.

1.2.5.2.2. Needed Improvements to DLD call center

Currently, nearly 80% of calls to the DLD call center go unanswered, with many customers giving up and visiting DLOs directly. Wait times to answer a call averaged around 14 minutes in 2017.

The DLD call center needs new technology and additional staff to meet the needs of Texans and provide better efficiency and speed in service. Specifically, DLD call center staff would benefit from technological methods to capture more data on customers and their needs—in particular, self-service features. A live chat option, to allow DLD call center staff to field more inquiries at once, would also be helpful.

DLD has already implemented or is planning projects to improve its call center and call center technology; these plans for improvement should be supported and funded regardless of where the Driver License Program resides.

1.2.5.2.3. Current State of DMV Call Center

DMV call center staff field inquiries from customers and stakeholders via phone, email, and sometimes regular mail. The call center serves as the central IT help desk for the 16 DMV regional offices and 254 county offices. The central DMV call center fields about 700,000 calls a year, with county offices handling many calls locally rather than transferring residents to the central call center. The volume of calls answered locally ranges by county. Only large counties have staff dedicated to answering DMV-related calls. The DMV call center does not process customer transactions, and like DLD, cannot process credit cards.

Centrally, the DMV call center has 62 full-time equivalent (FTE) employees, including 48 customer service representatives. All the 62 employees are based in Austin, with 17 working remotely from home. All DMV call center staff undergo mandatory training and evaluation.

The DMV call center would most benefit from improved technological improvements and better communication and user-friendliness on the DMV website to divert customer phone calls before they are made. Currently, many DMV transactions could be conducted online, but are instead conducted in person.

County tax offices also support VTR customer phone calls in over 500 offices located statewide. Based on a survey discussed later in this technical memorandum, CTACs from 82 counties estimated their staff answer over 2.6 million VTR-related customer phone calls per year.

1.2.5.2.4. Considerations for Transfer of DLD to DMV or Stand-alone Agency

If DLD services transferred to the DMV, a transition plan would need to consider whether to merge the DMV and DLD call centers and cross-train all staff or keep the call centers entirely separate. Also, considering how many DMV calls are handled on the county level, a transition plan would need to determine to what extent, if any, counties could field DLD-related calls. Regardless of whether DLD remains at DPS, moves to DMV, or becomes a stand-alone agency, issues with call volume and efficiency will persist without added investment in technology and

additional FTEs. Improvements that are currently in development at the DLD call center should continue regardless of any potential transfer, as the need to update technology is pressing.

1.2.5.2.5. DPS Exceptional Item Request for Fiscal Years 2020-21

During the breakout session 1, DLD mentioned that there was an exceptional DLD call center capacity increase request in order to answer more customer calls. The study team requested the document from DLD after the breakout session.

In FY 2017, the call center received 6,721,258 phone calls, or 26,462 calls per day. The average time to address the customer's concerns during the call is 6 minutes 2 seconds. At that rate, the staff of 124 FTEs are able to answer only approximately 14% of these calls (942,588 calls answered annually, or 3,711 answered per day).

The Legislative Budget Board (LBB) performance measure defines the target time to answer a call as 5 minutes. In order to answer 100% of calls received at the call center at the legislatively prescribed service level, DLD management directed that an analysis be conducted to estimate resource requirements to meet this performance measure. It was determined that call center personnel would need to be increased by 580 FTEs, including:

- 3 Managers (Manager III)
- 11 Assistant Managers (Manager I)
- 5 Administrative Assistant II – III
- 32 Program Supervisor III (Office Supervisor)
- 32 CSR Team Lead (CSR V)
- 21 CSR V Quality Control/Assurance
- 476 CSR II – IV

In addition, a customer relations management (CRM) software was identified and requested by the call center. The CRM will enable DLD call center personnel determine the trends in call types, allowing them to develop a set of self-service options for customers. This tool also offers the ability to establish a profile to better understand individual customer needs and tailor resources to meet those needs.

This exceptional item is a request to fund 580 new FTEs for the DLD call center, along with the related authorized positions and the CRM software. The estimated FY 2020–21 cost for 580 DLD call center FTEs is \$107,679,496.00 and the one-time cost of the CRM software is \$750,000. DLD call center management expected

that, if funded, every call would be answered and handled in an acceptable amount of time as prescribed in the Legislative performance measure.

The list of participants and questions discussed are provided in Appendix H.

1.3. Interviews Conducted

The study team conducted a series of interviews with agency executive leadership, senior managers, commissioners, and board members from DPS, DLD, and DMV, as well as Secretary of State (SOS) senior staffers. Due to the COVID-19 sheltering, these interviews were conducted online through Cisco WebEx.

1.3.1. Interview with DPS Commissioners and DMV Board Members

The study team conducted one-on-one interviews with four DPS commissioners and three DMV board members to gather perspectives from the leaders to inform the analysis and the six ranking criteria (customer service, compliance/security, accountability/trust, efficiency/cost, culture/staffing, and organizational disruption) used in this study. These interviews took place in June 2020.

Six general questions were asked of all these interviewees:

1. What do you think the goal was behind SB 616?
2. Are there any changes that you think could address the criticisms of DLD?
3. What are the benefits, costs, and challenges you see in the three options that this study is reviewing (stay at DPS, move to DMV, become a stand-alone state agency)?
4. If a move were to occur, do you have a perspective on a timeframe for this?
5. Do you have a perspective on how the commission should be constructed for the move to DMV or to a new agency?
6. Are there any issues regarding the voter registration data-sharing with the Secretary of State that should be taken into account in the scenarios?

The study team used a thematic analysis to review all the responses to questions. This allowed for responses to be anonymized to ensure the study met the requirements under the University of Texas at Austin's IRB authorization regarding research with human subjects.

The following key themes emerged from the interviews:

- Stakeholders expressed appreciation for the goals of study and the use of an independent group to conduct it.
- The legislature wants the process for issuing driver licenses to be improved and to be efficient for the residents of Texas.
- Some expressed concern that DLD might not be a “good fit” within DPS and should be placed into an agency with customer service as a core mission.
- Population growth and REAL ID compliance has significantly increased the number of in-office transactions.
- Ensuring data integrity is vital no matter where DLD resides.
- Finding ways to increase online transactions is an imperative.
- The disruption that COVID-19 has created requires the state to consider new ways to run its business. Zoom, WebEx, and Microsoft Teams have become a part of doing business.
- DLD needs to be properly resourced.
- Moving DLD will involve challenges and costs to integration of systems and people.
- DLD frontline staff are dedicated; once customers reach the service desk, they are generally happy with the service they receive.
- A major theme from all interviewees is that if DLD is moved without changes, problems would be inherited and would set up the receiving agency for failure.

1.3.1.1. The Perceived Goal of SB 616

The media covered many challenges customers experienced with driver licenses prior to the session and legislators heard from their constituents. The legislature may believe DPS is best focused on law enforcement and customer service best handled by someone else. Citing mitigating factors, interviewees did not feel that criticisms of DPS (DLD) are legitimate, despite the perception of poor customer service, including long wait times, multiple trips, and a call center that has poor performance and has generated complaints. The call center has seen higher call rates due to COVID-19.

Interviewees noted that the REAL ID Act increased wait times—DLD has to use more steps in the driver license process function (and they cannot drop steps to

streamline the process), which has led to complaints to the legislature on wait times, customer service, and the need for multiple trips due to confusion on what documents to bring.

Interviewees noted that processes need to be more efficient and scalable, and provide customer-focused service. They noted that ensuring services are provided statewide, working with what at times is a moving target given the population increases and seasonal variations, is always challenging for state agencies and leads to criticism.

1.3.1.2. Changes to Address the Criticisms of DLD

All interviewees responded that improving options for customers to renew online would help. While frontline offices are always needed, finding ways to let customers know that they do not have to come into an office to renew their license would help to improve customer service. The more customers can accurately renew online, the better it will be for both customers and staff.

Just as with a doctor's office, an appointments system is necessary. Customers need to be certain about the time when they will be served. Interviewees felt that the new appointment system is going to address much of the wait time and line problems.

Customer service focus should be the key cornerstone criterion that feeds into all other elements in terms of addressing the concerns that have arisen around DLD. This leads into focusing on how customer service can be improved through data analysis of process, training of staff and how they conduct processes, and the use of technology to speed up processes. One interviewee noted that the DLD should be “always in training mode, looking to be better trained, to offer better customer service and transaction times and reducing the need to ask for a supervisor helps.”

Interviewees felt the need to do what is right for the taxpayer. If the program is not properly resourced, performance will suffer. Ensuring efficient resources for DLD was a consistent element mentioned across all the answers. This flowed into the conversation about the challenges in terms of the relationship of building capacity to service, given constraints on office space and staffing. State agencies have to meet the expectations of service from Texas residents—and be ready to deliver the maximum service, even though the capacity is not at maximum occupancy or utilization.

The pandemic has emphasized that the residents of Texas, especially young people, expect to access many services online.

1.3.1.3. The Benefits, Costs, and Challenges of the Three Options

The interviewees conveyed that the Driver License Program will not necessarily improve merely through a move to DMV or to a stand-alone agency. The main reason for suggesting DLD move to DMV was the perception that DMV is where customers expect to find driver license functions. The interviewees felt that this is not a sufficient reason to move it.

However, other interviewees also noted that as a stand-alone agency, DLD would have only one program, potentially allowing it to focus upon customer service and other data-driven optimizations. Some interviewees stated that benefits in either of the move scenarios should be determined according to how improvements in different areas occur. For example, it was noted that because DMV is driven by customer service, a move there could confer benefits in that arena. Another perspective voiced was that having DLD located in a law enforcement agency discourages fraud, and DPS can immediately use its resources and send in Rangers or investigators without having to go through another chain of command.

Some opined that the stand-alone agency option is not viable: why have two other back-office functions (DPS and DMV) that can already perform support and then create a third agency that requires a back-office function? However, other interviewees noted that the public often does not know which agency provides which service, or confuses the services provided by DMV or DLD. Ultimately, the public doesn't care which agency provides which service, as long as the service is provided efficiently and courteously—and they currently perceive that this is not the case.

One factor to be considered is moving in the direction of greater efficiency. Security is important—the most efficient option might not be the most secure option. Interviewees noted that any move should entail more than just a name change on the door. If there is no improvement on customer service and processes, the problems will persist regardless of where DLD resides.

Another issue noted was that required resources that may suffer if a move to DMV occurs; the legislature will need to ensure that frontline staff and IT resources are properly funded.

1.3.1.4. Perspective on a Timeframe for a Move

On interviewee thought that if the legislature decides to move the agency, it should be done as quickly as possible to begin reaping benefits, especially if a thorough plan is created first. However, other interviewees that that it is best not to rush the transition, as there will be growing pains.

Fluidity should be factored into the plan and any milestones. The timeline should include time for training and to review workflow processes in both scenarios to ensure customer service goals are met.

Another suggestion was to delay the three-option decision by one year—that is, the legislature should consider “hitting the pause button.” In a perfect world, a move would take place over two fiscal biennia. More than one interviewee thought that this decision could not have occurred at a worse time—especially as the budget for incoming biennium is going to be hard hit by COVID-19. A pause would allow DLD time to demonstrate customer service impacts from the 700 new License and Permit Specialist (LPS) hires in addition to the new Appplus appointment system and other IT upgrades. This would also give the legislature time to assess the financial landscape, and estimate the economy losses into the next biennium

1.3.1.5. Perspective on Constructing a DLD Commission

Feedback on this topic included the statement that the current DPS commission knows its job, but still receives criticism. While the commission understands that customers wish the agency provided the customer service features of, say, a retail business, they cannot operate DLD like a business due to constraints that all state agencies face.

Interviewees felt that the current DMV board works well, and recommended that the Board not expand appreciably: no more than two new stakeholder members if a move to DMV occurs. Consider bringing in people who have expertise and understand relying on data, e.g., driver training organizations might be a good stakeholder.

Creating a stand-alone agency allows the agency’s administration to start with a clean slate in terms of operations and oversight; however, a newly comprised Commission should be consistent with other state commissions for civilian agencies that include key stakeholder group representation.

1.3.1.6. Issues/Concerns about Voter Registration Data-sharing with SOS

Ensuring the integrity of the Texas election system, including voter registration, is paramount, interviewees felt. The REAL ID program must be competently and accurately run, so that DLD can assure the residents of Texas that IDs are verified.

If a move occurs, there should be a stakeholder on board representing the county elections clerks or administrators.

1.3.2. Interview with DPS Executive Management

The study team conducted interviews with executive leadership of DPS in June 2020 with the same goals in mind as discussed in Section 1.3.1.

The same six general questions were asked of all interviewees from DPS executive management:

1. What do you think the goal was behind SB 616?
2. Are there any changes that you think could address the criticisms of DLD?
3. What are the benefits, costs, and challenges you see in the three options that this study is reviewing (stay at DPS, move to DMV, become a stand-alone state agency)?
4. If a move were to occur, do you have a perspective on a timeframe for this?
5. Do you have a perspective on how the commission should be constructed for the move to DMV or to a new agency?
6. Are there any issues regarding the voter registration data-sharing with the Secretary of State that should be taken into account in the scenarios?

The study team used a thematic analysis to review all the responses to the six questions. Following are the key themes that emerged from the interviews:

- The program must be fixed—no matter where it resides, simply changing the name on the door won't solve the problem. Management needs to understand the problems.
- Agency needs to be properly resourced, and in case of a move this may mean more resources for back office functions.
- Waiting in lines is hard for customers to endure and for frontline employees to manage.
- The call center is a known problem; they have tried different approaches to fix it.
- Moving to DLD to DMV would triple its number of employees overnight; its Commission will need to restructure.
- Ensuring integrity and cyber security of ID data is absolutely vital. Access to personal information is extremely profitable—the state must invest in cyber security.

1.3.2.1. The Perceived Goal of SB 616

There is a level of frustration among legislators regarding poor customer service, which the executive team echoed. Waiting in line for hours is hard on customers. There are not enough staff to effectively run all 229 offices. The legislature told the agency to close inefficient offices, but this became political, as legislators received calls from constituents.

1.3.2.2. Changes to Address the Criticisms of DLD

Interviewees stated that many offices in urban areas have up to 200 customers waiting outside the door at opening time. This means DLOs and mega centers start their day already behind and stay behind. An appointment system was needed to address this and has been implemented in all offices just before the COVID-19 shutdown. Customers will now know with certainty that they will be served at a specific time. It is anticipated that DLOs will reopen in July 2020 to take customers who are renewing their licenses or ID cards; DLD can then determine the impacts of appointments on wait times and line length.

Encouraging people to renew online is needed, interviewees noted. The REAL ID Act did increase wait times, as the process has more steps now, and these cannot be skipped.

DLD resources are not growing at a sustainable rate to match state's ever-increasing population. DPS cited a specific example: in one year, 164,000 new residents moved to DFW—all these individuals need driver licenses and ID cards and have to be processed one at a time.

Another sentiment shared was that the call center does not function well, and they had to limit the number of calls allowed to enter the queue in the hold system (when the queue limit is reached, the system stops allowing more calls).

The bottom line is that the Driver License Program needs to be well received and well run, regardless where it's located. DPS noted that it's "not that we don't want the function—but it is more important that it succeeds." DPS could be highly successful with the proper resources—quality people are the key. However, public safety will always be the topic priority for DPS.

1.3.2.3. The Benefits, Costs, and Challenges of the Three Options

Driver License Program security is essential as REAL ID compliance requirements are mandatory. The balance between security and efficiency will need to be closely studied.

If DLD is moved to DMV, there could be an impact on CTACs if DMV leverages them. Some county tax offices may not be able to double up with the driver license function.

As a stand-alone agency, DLD may see some extra costs. Space issues will arise with a transfer, as a move would also impact DPS (some of the DPS support staff would likely move, so replacement personnel would have to be funded).

1.3.2.4. Perspective on a Timeframe for a Move

Interviewees stated that if a move of DLD is required by the legislature, DPS could process a memorandum of understanding (MOU) to move DLD to another agency immediately.

1.3.2.5. Perspective on Constructing a DLD Commission

If a move to DMV occurs, the DMV Commission will need to be reworked—the current Commission is primarily structured to ensure there is no competition among the groups they represent. The new merged agency would need the Commission be structured so that representation is equitable. Interviewees noted that if DLD becomes a stand-alone agency, such an issue will not arise.

1.3.2.6. Issues/Concerns about Voter Registration Data-sharing with SOS

Interviewees urged consideration of voter registration support: if DLD moves, DPS will have half the information the SOS needs—the new agency will have to provide the other half. In either of the move scenarios, DLD will need to comply with the ‘Motor Voter’ laws, which means that voter registration can only occur in office—it can’t be handled online—as the Texas SOS has ruled that voter registration must be done in person to prevent voter fraud. A concern has been raised that increasing the numbers of people who renew their licenses online may inadvertently decrease levels of voter registration. This is why DLD currently does not advertise online license renewals.

1.3.3. Interview with Secretary of State Senior Staffers

The study team interviewed senior staff members of the SOS to inform the analysis and the six ranking criteria. This interview was conducted on June 22, 2020.

The following seven questions were asked of all senior SOS staff members interviewed:

1. Does SOS have any concerns or comments about a possible move of Motor Voter services in DLD to another agency?
2. How would an agency move of current Motor Voter and issuance of election identification certificates (EIC) affect the voter registration deadlines, data transmission, data format, data security, and information-sharing aspects of your interagency interactions with DLD/DPS?

3. Do you expect future technology or legal requirements (federal or state) to increase the costs of this interagency services interaction?
4. How are any problems in this interagency interaction (SOS-DLD) handled once they arise and how does this affect your opinion on a possible move of EIC and other DLD services to another agency?
5. Given that voter data, such as the applicants' "stored electronic signatures" were specifically mentioned in the most recent Motor Voter case (see Stringer case, January 30, 2020, Order for Preliminary Injunction), do you anticipate any difficulties in future voter registration procedures, including the training of staff or communication to the public on these procedures? Would a move to another agency affect your answer on this?
6. What are the benefits, opportunities, costs, and challenges you see in the three options that this study is reviewing—stay at DPS, move to DMV, become a stand-alone state agency—especially with regard to how information is sent from DPS to SOS after an in-person transaction?
7. Are there legal issues that you can see will be forthcoming around voter ID that we should take into account in our recommendation for where DLD should reside?

Similar to Section 1.3.1, the study team used a thematic analysis to review all the responses to questions. Following are the key themes that emerged:

- DPS is an important partner for voter ID issuance, voter registration, and other processes in terms of data held by DLD that the SOS uses.
- There is a good working relationship with the current DLD and DPS staff. If these personnel move with the program, it should be ensured that the relationship would not be impacted.
- In assessing a move, there's a need to determine what is meant by "move"—transferring all the DLD resources along with the Driver License would not cause issues in the way that constructing a new system might.
- Training will be necessary if a move occurs.
- Statutory deadlines need to be taken into account during a move.
- Currently nightly batches of data are transferred—this cannot be interrupted if a move occurs. The other data transfers between the SOS, DLD, and the county elections sections cannot be impacted either.
- Other stand-alone processes also tie into the data held by DLD, e.g., jury management.
- The current court cases may lead to new requirements regarding technology use and agency interaction and could increase costs. These cases are anticipated to have outcomes that will occur just before or during the next legislative session.

1.4. Chapter Conclusion

This chapter summarizes all the customer focus group meetings, breakout sessions, and interviews the study team conducted to gather information and insight from diverse stakeholders.

Chapter 2. Database Analyses

The study team collected and conducted various data analyses during this study. This chapter documents the findings of data analyses, including NEMO-Q database, DLD High-Value Dataset (HVD), and county office VTR transactions.

2.1. NEMO-Q Database Analysis

The NEMO-Q queuing system was implemented to manage and improve customer service and waiting time experiences. In this self-service system, customers are issued a numbered ticket based on transaction type. The system also creates a database that stores all the transaction data categorized by service type (e.g., original driver license or ID card application or renewal) and customer type (e.g., in person, by phone, or online). The system provides information to DPS regarding the wait time and transaction time. Both walk-in customers and customers who scheduled online (and arrive at the appointed time) will get a numbered ticket with timestamp. Estimated wait time can be printed on the ticket as well so that the customer knows the progress of the wait queue. The NEMO-Q system cannot record the wait time a customer spent outside DLO or mega center offices.

The study team obtained NEMO-Q data from DLD for the period of January 2017 to March 2020. One of the main purposes of NEMO-Q data analyses is to evaluate the effectiveness of the new LPS employees who were hired starting September 2019. The study team divided the NEMO-Q data into a ‘before period’ and ‘after period.’ Considering the time needed to post jobs, conduct interviews, check backgrounds, and perform training prior to facing customers, the study team selected October 1, 2019 as the split point. The study team used data from January 1, 2019 to September 30, 2019 as the before period to reflect the most recent statistics, and October 1, 2019 to March 18, 2020 as the after period.

The detailed NEMO-Q data cleaning process can be found in Technical Memorandum 4. After examining and eliminating invalid records from the NEMO-Q database, the study team calculated the number of short transactions (i.e., license or ID renewal) and long transactions (i.e., original license or ID transactions), average wait times, average service times, average transaction times, and the percentage of transactions under 45 minutes and 30 minutes for the 73 DLOs equipped with the NEMO-Q system. The comparisons were made for both completed transactions and incomplete transactions. Incomplete transactions are marked in the NEMO-Q database, including duplicate tickets, no-shows, etc. The comparison results of complete transactions, incomplete transactions, and total (completed + incomplete) transactions are presented in Table 2.1, Table 2.2, and Table 2.3, respectively.

Table 2.1 Comparison Results of Completed Transactions

		Before Period 1/1/2019– 9/30/2019	After Period 10/1/2019– 3/18/2020	Comparison (before – after)
Short Transaction	Completed short transaction	2,076,710	1,315,522	761,188
	Completed short transaction per working day	11,225	11,852	-626
	Percentage of transactions under 45 mins	32.7	38.6	-5.9
	Percentage of transactions under 30 mins	19.7	24.6	-4.9
	Average wait time (s)	4,598.7	4,001.4	597.3
	Average service time (s)	504.7	550.4	-45.7
	Average transaction time (s)	5,103.4	4,551.8	551.6
Long Transaction	Completed long transaction	1,018,481	546,139	472,342
	Completed long transaction per working day	5,505	4,920	585
	Percentage of transactions under 45 mins	29.0	34.8	-5.8
	Percentage of transactions under 30 mins	16.6	20.2	-3.6
	Average wait time (s)	4,998.1	4,034.6	963.5
	Average service time (s)	764.8	825.7	-60.9
	Average transaction time (s)	5,762.9	4,860.3	902.6
Short + Long Transaction	Completed transaction	3,095,191	1,861,661	1,233,530
	Completed transaction per working day	16,731	167,72	-41
	Percentage of transactions under 45 mins	31.5	37.5	-6.0
	Percentage of transactions under 30 mins	18.7	23.3	-4.6
	Average wait time (s)	4,730.1	4,011.1	719
	Average service time (s)	590.3	631.2	-40.9
	Average transaction time (s)	5,320.4	4,642.3	678.1

Table 2.2 Comparison Results of Incomplete Transactions

		Before Period 1/1/2019– 9/30/2019	After Period 10/1/2019– 3/18/2020	Comparison (before – after)
Short Transaction	Completed short transaction	538,221	353,667	184,554
	Completed short transaction per working day	2909	3186	-277
	Percentage of transactions under 45 mins	31.6	42.3	-10.7
	Percentage of transactions under 30 mins	21.9	31.1	-9.2
	Average wait time (s)	5,635.4	4,524.7	1,110.7
	Average service time (s)	184.8	190.1	-5.3
	Average transaction time (s)	5,820.2	4,714.8	1,105.4
Long Transaction	Completed long transaction	606,326	312,563	293,763
	Completed long transaction per working day	3,277	2,816	462
	Percentage of transactions under 45 mins	31.3	42.0	-10.7
	Percentage of transactions under 30 mins	21.3	30.0	-8.7
	Average wait time (s)	5,928.4	4,371.4	1,557
	Average service time (s)	224.5	249.8	-25.3
	Average transaction time (s)	6,152.9	4,621.2	1,531.7
Short + Long Transaction	Completed transaction	1,144,547	666,230	478,317
	Completed transaction per working day	6,187	6,002	185
	Percentage of transactions under 45 mins	31.4	42.2	-10.8
	Percentage of transactions under 30 mins	21.6	30.6	-9.0
	Average wait time (s)	5,790.6	4,452.8	1,337.8
	Average service time (s)	205.8	218.1	-12.3
	Average transaction time (s)	5,996.4	4,670.9	1,325.5

Table 2.3 Comparison Results of Total Transactions

		Before Period 1/1/2019– 9/30/2019	After Period 10/1/2019– 3/18/2020	Comparison (before – after)
Short Transaction	Completed short transaction	2,614,931	1,669,189	945,742
	Completed short transaction per working day	14,135	15,038	-903
	Percentage of transactions under 45 mins	32.5	39.4	-6.9
	Percentage of transactions under 30 mins	20.2	26.0	-5.8
	Average wait time (s)	4,812.1	4,112.3	699.8
	Average service time (s)	438.8	474.1	-35.3
	Average transaction time (s)	5250.9	4586.4	664.5
Long Transaction	Completed long transaction	1,624,807	858,702	766,105
	Completed long transaction per working day	8,783	7,736	1,047
	Percentage of transactions under 45 mins	29.8	37.4	-7.6
	Percentage of transactions under 30 mins	18.3	23.7	-5.4
	Average wait time (s)	5,345.3	4,157.2	1,188.1
	Average service time (s)	563.2	616.1	-52.9
	Average transaction time (s)	5,908.5	4,773.3	1,135.2
Short + Long Transaction	Completed transaction	4,239,738	2,527,891	1,711,847
	Completed transaction per working day	22,918	22,774	144
	Percentage of transactions under 45 mins	31.5	38.7	-7.2
	Percentage of transactions under 30 mins	19.5	25.2	-5.7
	Average wait time (s)	5,016.4	4,127.5	888.9
	Average service time (s)	486.5	522.3	-35.8
	Average transaction time (s)	5,502.9	4,649.8	853.1

As Tables 2.1 to 2.3 indicate, after the new hiring, the average waiting time and average transaction time for completed, incomplete, and total transactions decreased. The percentages of transactions within 45 minutes and 30 minutes both increased. The average service time increased slightly. The details can be summarized as follows:

- **For completed transactions:**
 - o The average waiting time and transaction time decreased for both short and long transactions:
 - For short transactions, the average wait time decreased from 4,598.7 seconds (1 hour 16 minutes) to 4,001.4 seconds (1 hour 6 minutes), with a reduction of 597.3 seconds (about 10 minutes). The average transaction time was reduced by 551.6 seconds (9.2 minutes).
 - For long transactions, the average wait time decreased from 4,998.1 seconds (1 hour 23 minutes) to 4,034.6 seconds (1 hour 7 minutes), with a reduction of 963.5 seconds (about 16 minutes). The average transaction time was reduced by 902.6 seconds (about 15 minutes).
 - Overall (short + long), the average wait time decreased from 4,730.1 (1 hour 19 minutes) seconds to 4,011.1 seconds (1 hour 7 minutes), with a reduction of 719 seconds (about 12 minutes). The average transaction time was reduced by 678.1 seconds (11.3 minutes).
 - o The average service time slightly increased for both short and long transactions:
 - For short transactions, the average service time increased by 45.7 seconds.
 - For long transactions, the average service time increased by 60.9 seconds.
 - Overall, the average service time increased by 40.9 seconds.
 - o The percentage of transactions (short + long) completed within 45 minutes increased from 31.5% to 37.5%.
 - o The percentage of transactions (short + long) completed within 30 minutes increased from 18.7% to 23.3%.
- **For incomplete transactions:**
 - o The average waiting time and transaction time decreased for both short and long transactions:
 - For short transactions, the average wait time decreased from 5,635.4 seconds (1 hour 33 minutes) to 4,524.7 seconds (1 hour 15 minutes), with a reduction of 1,110.7 seconds (18.5 minutes). The average transaction time was reduced by 1,105.4 seconds (18.4 minutes).
 - For long transactions, the average wait time decreased from 5,928.4 seconds (1 hour 38 minutes) to 4,371.4 seconds (1 hour 12 minutes),

with a reduction of 1,557 seconds (about 26 minutes). The average transaction time was reduced by 1,531.7 seconds (25.5 minutes).

- Overall (short + long), the average wait time decreased from 5,790.6 (1 hour 36 minutes) seconds to 4,452.8 seconds (1 hour 14 minutes), with a reduction of 1,337.8 seconds (22.3 minutes). The average transaction time was reduced by 1325.5 seconds (22.1 minutes).
- o The average service time slightly increased for both short and long transactions:
 - For short transactions, the average service time increased by 5.3 seconds.
 - For long transactions, the average service time increased by 25.3 seconds.
 - Overall, the average service time increased by 12.3 seconds.
- o The percentage of transactions (short + long) completed within 45 minutes increased from 34.1% to 42.2%.
- o The percentage of transactions (short + long) completed within 30 minutes increased from 21.6% to 30.6%.
- **For total (completed + incomplete) transactions:**
 - o The average waiting time and transaction time decreased for both short and long transactions:
 - For short transactions, the average wait time decreases from 4,812.1 seconds (1 hour 20 minutes) to 4,112.3 seconds (1 hour 8 minutes), with a reduction of 699.8 seconds (11.7 minutes). The average transaction time was reduced by 664.5 seconds (11.1 minutes).
 - For long transactions, the average wait time decreased from 5,345.3 seconds (1 hour 29 minutes) to 4,157.2 seconds (1 hour 9 minutes), with a reduction of 1,188.1 seconds (19.8 minutes). The average transaction time was reduced by 1,135.2 seconds (18.9 minutes).
 - Overall (short + long), the average wait time decreased from 5,016.4 (1 hour 23 minutes) seconds to 4,127.5 seconds (1 hour 8 minutes), with a reduction of 888.9 seconds (14.8 minutes). The average transaction time was reduced by 853.1 seconds (14.2 minutes).
 - o The average service time slightly increased for both short and long transactions:

- For short transactions, the average service time increased by 35.3 seconds.
- For long transactions, the average service time increased by 52.9 seconds.
- Overall, the average service time increased by 35.8 seconds.
- The percentage of transactions (short + long) completed within 45 minutes increased from 31.5% to 38.7%.
- The percentage of transactions (short + long) completed within 30 minutes increased from 19.5% to 25.2%.

The data analyses based on the NEMO-Q database show that after the additional new employees and salary increases in September 2019, both wait time and transaction time decreased by over 14 minutes on average. The reduction in wait time after the new hires added can be verified by the wait time rating obtained from the customer surveys presented in Chapter 3.

The study team noted that during discussions at regional centers, the DLD employees indicated that it typically takes one year for a new employee to be fully trained and experienced to handle most all license/ID card transactions. Thus, it is anticipated that further reductions in wait times and transactions times will accrue as new employees become more experienced.

2.2. DLD High-Value Dataset

The DPS is required to maintain HVDs for evaluation of issues of importance to the state legislature. The DLD maintains an HVD on the DPS main webpage that consists of a series of monthly reports (in PDF format) providing statistics about DLD operations. The study team downloaded all the monthly reports and created an Excel database by transcribing the monthly report data to the Excel spreadsheet. Data is available for:

- 2017: September–December
- 2018: January–December
- 2019: January–December
- 2020: January and February

Due to the COVID-19 sheltering and closure of DLOs and mega centers by the Governor in March (except for commercial driver licenses), monthly reports have not been issued for March through June of 2020.

The data provides statistics for driver license in-office, online, and mail-in transactions. Based on a comparison of NEMO-Q queuing system data and the in-office transactions reported in the HVD, it is apparent that the monthly reports only record the number of completed in-office, customer-facing transactions for each month. In-office customer-facing transactions that are incomplete, and thus require an additional trip to a DLO to complete, are not recorded. This information is considered essential by the study team since the number of customers that DLOs and mega centers process each month includes both completed and incomplete transactions. Both types of transactions involve the physical presence of customers, potentially exceeding the waiting room seating capacity, and thus resulting in a line that forms outside the building. In addition, the presence of more customers would impact wait times and processing times and increase workload for all LPS employees that perform transactions. It is apparent from the NEMO-Q data that an incomplete transaction takes nearly the same amount of total wait and processing time as a completed transaction. It is recommended that the HVD be updated to include incomplete transactions for a more comprehensive record of numbers of customers served and numbers of transactions performed on a monthly basis.

In total, the HVD reports forty data types, categorized as follows:

- **Transactions:** Number of transactions by type
- **Customer Service Center (the DLD call center):** Number of telephone calls processed by type and transaction times
- **Enforcement & Compliance Services:** Enforcement actions taken regarding driver license legal issues
- **CDL Program:** Number of commercial driver license (CDL) skills, road, and inspection tests
- **Impact Texas Driver Programs:** A program established to educate teens about driving safety
- **License & Records Services:** Number of driver license record requests and customer contacts

This information provided a reference database for evaluation of different types of activities performed by DLD and services provided to DPS law enforcement agents and the public.

2.3. DMV/County Offices VTR Transactions

Based on interviews and a breakout session with CTACs, the study team sought additional information about the VTR Program. The VTR Program is considered

to be of comparable size and complexity to the DPS Driver License Program and provides opportunities for insights about management and operation of a large program currently under DMV. DMV develops policies and guidelines that are used to conduct VTR transactions, including data collection, data storage, data distribution, and documentation necessary to validate each transaction type.

Although both DMV and CTAC offices perform VTR transactions, the types and numbers of transactions, as well as staffing levels, are quite different. DMV employs approximately 146 personnel who primarily perform heavy truck and truck fleet VTR transactions at DMV regional centers and operate the centralized DMV VTR call center. The DMV VTR call center processes approximately 650,000 to 700,000 calls per year and is a well-run, efficient operation.

DMV processes the following average number of in-office customer facing and mail-in certified copy of original (CCO) title transactions at DMV regional service centers (RSCs) annually:

In-RSC, customer-facing transactions	317,323
In-RSC, mail-in transactions	126,961
Bonds, permits, and International Registration Plan transactions	493,171
Annual total	937,455

CTACs operate 514 county tax offices, and hire and manage approximately 3,000 employees statewide who support both tax office and VTR functions. In larger offices, a portion of these county employees may be dedicated solely to in-office VTR transactions, mail room and mail-in transaction processing, accounting, and handling VTR-related phone calls. In addition, CTACs work to develop partner locations in grocery stores and other businesses that sell vehicle registration stickers.

Based on information provided by DMV, CTACs perform the following average numbers of VTR transactions annually:

- 18,138,275 customer-facing transactions, in office
- 728,655 mail-in transactions, processed in office
- 4,103,623 online transactions (does not require direct CTAC employee involvement)
- 1,539,040 registration sticker transactions at partner locations
- In total: 24,509,593 VTR transactions

Thus, according to interview and breakout session comments, CTACs process greater than 95% of annual VTR transactions. County tax offices maintain two computer systems—one to process county tax business and a DMV computer workstation for processing VTR transactions. The DMV computer system is maintained by DMV-contracted IT personnel.

In addition to county tax office and VTR transactions, CTACs can choose voluntarily to process driver license replacement and renewal transactions as a result of SB 1756. SB 1756 granted authority for counties to perform driver license replacements or renewal transactions for a \$5 fee per transaction.

During discussions with the Expert Working Group (EWG) of CTACs, it was emphasized that they are elected officials who manage county tax offices and the county employees who conduct VTR transactions according to DMV policies. It is important that decision-makers understand the difference between elected officials who manage millions of VTR transactions and state agency directors who manage VTR or driver license transactions.

2.4. Chapter Conclusion

This chapter summarizes various data analyses efforts made by the study team. The NEMO-Q database analyses indicate that the average wait time and transaction time decreased after the additional new hires and salary increases implemented by DLD. The analyses of DLD HVDs and DMV/county office VTR transactions also provide insights to the study.

Chapter 3. Survey Analyses and DLD Customer Service Enhancements

To build the study knowledge base and collect individual opinions from DLD customers and CTACs, the study team conducted three surveys with different objectives and distributed the surveys to appropriate target groups. This chapter presents the detailed analyses of these surveys and summarizes the findings. In addition, the ongoing efforts made by DLD to improve customer service are documented in this chapter.

3.1. Customer Survey on DLD Experiences

The population of licensed drivers or ID cardholders in Texas exceeds 23.8 million people (20.3 million hold driver licenses; the remainder have ID cards)—the sheer numbers make it infeasible to conduct a survey in which every licensed driver or cardholder responds to provide their experiences and opinions regarding the Driver License Program. In such situations, the common approach is to obtain a random sample of the population, which is expected to represent the same characteristics as the population. However, other factors come into play for this particular survey, as outlined below.

3.1.1. Survey Design

During the 86th Legislative Session, which ended in May 2019, a bill was passed that increased the driver license renewal period from 6 to 8 years. Previously, a new driver license obtained in person at a Texas DLO could be renewed online after 6 years by eligible individuals—with the exception of certain license classes, including Class A, B, AM, BM, and CDLs (CDL-A, CDL-B and CDL-C). An in-person renewal was required at a DLO after an additional 6 years. The new law has changed the renewal period to 8 years for online-eligible individuals (or in-person renewal if it is the person's preference), with a required appearance at a DLO after 16 years.

Thus, of the over 23.8 million licensed drivers and ID cardholders in Texas, some portion of these individuals would have gotten a new or renewed license or ID card in person at some point within the past 1 to 6 years. The study team considered how long a person could be expected to retain a memory of their last visit to a DLO or online renewal with sufficient accuracy necessary to fill out a survey of their experiences and opinions.

Though literature was consulted on autobiographical memory recall and related topics, this information was not considered directly applicable to the type of survey

being conducted or survey questions being asked in this study [Wagenaar 1986; Bradburn et al. 1987; Krosnick et al. 2015].

To further consider this question, pilot surveys were taken by individuals within and outside the study team whose last DLO visit ranged from 6 months to 4 years in the past. Though this was not a scientific study of the ability of a person to remember details of their last visit to a DLO, the group consensus was that a 2-year time frame met the practical goals of the survey.

Therefore, though there are more than 23.8 million licensed drivers or ID cardholders in Texas, the study team began with a set of approximately 7.3 million email addresses provided by the Driver License Division for individuals who had visited a DLO within the last 2 years. This pool of survey candidates formed the basis for further analysis.

Although 7.3 million email addresses represents a large pool of candidates, this pool might not actually include every person who obtained a new or renewal driver license or ID card within the past 2 years. 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 who renewed a driver license or card might have chosen to not provide their email address, or not had one at the time. About 2 million Texans do not have access to broadband internet, or may not have access to a computer or cell phone, and thus have not obtained email addresses. In addition, according to information gained in the focus group meetings with DLO employees, it is not uncommon for a customer to be unable to read or write at a level necessary to fill out the driver license application form due to language, education, or other barriers. Therefore, we cannot determine how many drivers or ID cardholders were excluded from the pool who met these conditions.

Is it possible to obtain a sufficiently large random sample of surveys from a pool of 7.3 million email addresses to represent the population? Following are some factors to consider:

1. Taking a random sample means that every licensed driver or ID cardholder in a pool of candidates has an equal chance of being selected to take the survey. This would require sending an email survey invitation to all 7.3 million candidates. However, the study team cannot know what the response rate will be for a given number of emailed invitations. The study team conducted a literature review to investigate the issue but no definitive information was available on response rates.
2. Thus, even if every candidate received an email invitation and has an equal chance to take the survey, this does not mean every customer will take the survey. It is the person's choice to take the survey or not—it is not feasible to force someone to take a survey. In some cases, a small payment can be

made to encourage a person to take a survey, but this is not legal when conducting surveys in studies that use Texas state funds.

- a. Mailing a survey form to every licensed driver would be cost-prohibitive as well as time- and labor-intensive and was considered infeasible.
- b. A telephone survey would also be time- and labor-intensive and was considered infeasible. In addition, the number of completed surveys would be insufficient to provide meaningful results.

As a result, the study team chose to use an online survey platform (Qualtrics™) and distribute a survey link to all 7.3 million email addresses provided by DLD. The survey was made available in English and Spanish—a toggle switch at the top of the survey page allowed switching between languages. Full details of this customer survey and distribution email message (English/Spanish versions) are provided in Appendix I.

3.1.2. Survey Distribution

The survey distribution began on November 12, 2019, and ended on April 3, 2020, though surveys continued to be received well past the last distribution date. The study team received 44,544 completed surveys out of the 7.3 million email invitations, covering the following periods when customers had gotten a new or renewal driver license or ID card:

- January–December 2018: 11,852 completed surveys
- January–September 2019: 19,587 completed surveys
- October 2019–February 2020: 13,105 completed surveys
- In total: 44,544 completed surveys received

It is believed that three issues affected the number of completed surveys received.

1. The Thanksgiving, Christmas, and New Year holiday periods
2. COVID-19 onset in early to mid-March may have reduced interest in taking a survey. Personal concerns affecting survey invitation recipients in this time include finances, sheltering, lack of time for a survey due to children being home from school, etc.
3. According to numerous individuals who were sent the survey invitation, filters put in place by email providers automatically sent the emailed invitations to customers' spam or junk mail folders because the email contained hyperlinks. The study team consulted the literature and Qualtrics regarding this and learned there is no solution to prevent this automatic

filtering. Thus, an unknown number of email invitations were routed to spam or junk email folders.

After an extensive review of surveys received, the study team decided to accept surveys that were at least 86% to 100% complete. A survey that was 86% complete may have contained questions left blank, but still provided useful information for the analysis. Therefore, the number of valid responses to each question might be less than the number of total completed surveys, although sufficient for analysis purposes. The reader will note that the number of valid observations in the survey analyses presented in Section 3.1.3 varies for this reason.

The email addresses were provided to the study team in Excel spreadsheet files with no other confidential information. When preparing mass emails, the study team did not know the name, address, city, county, sex, race, ethnicity, or any other personal information about the individuals who were sent a survey invitation.

Under these conditions, many survey invitations can be distributed to licensed drivers and ID cardholders with the expectation that a sufficient number of responses will be received to represent the population based on various demographic factors, such as gender, age, location, race and ethnicity, household income, and level of education.

3.1.2.1. Gender

Statewide there are about 49.7% male and 50.3% female drivers, although there was no prior expectation that differences in survey responses might exist based on sex. The following number and percentages of male or female survey responses were obtained.

Male = 22,688 completed surveys. 51.7%

Female = 21,185 completed surveys. 48.3%

In Figure 3.1, a slightly greater percentage of 'Very Good' and 'Good' and lower percentages of 'Poor' and 'Very Poor' wait time rating responses were obtained from male compared to female survey respondents.

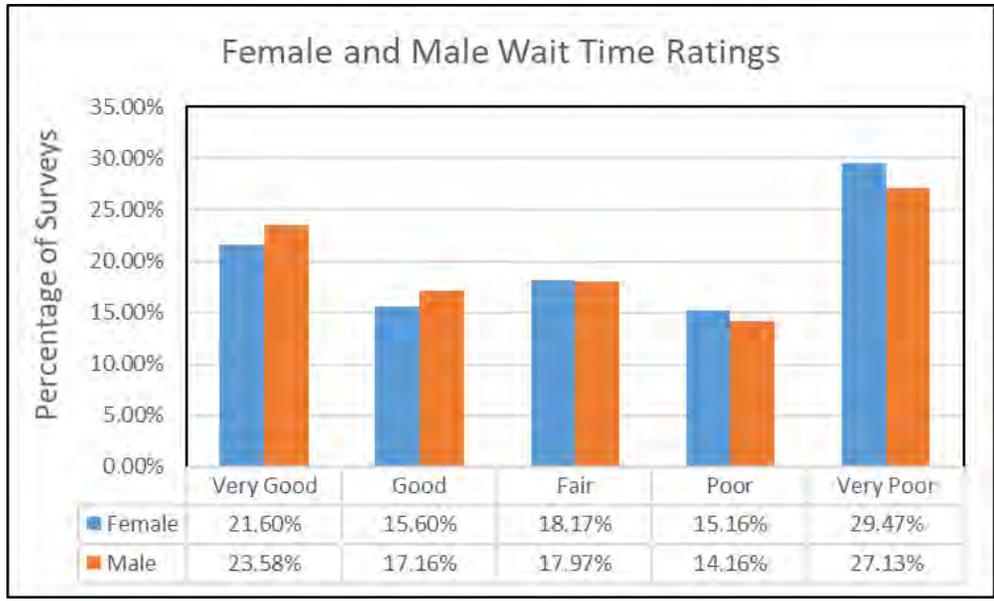


Figure 3.1 Percentages of Surveys vs. Female and Male Wait Time Ratings

The survey responses were further disaggregated to show the variations in wait time rating responses for the male and female components of race and ethnicity groups included in the survey (shown in Figure 3.2 and 3.3). These graphs also show slightly higher ‘Very Good’ and ‘Good’ wait time ratings for males compared to females; however, the relationship varies somewhat for specific groups.

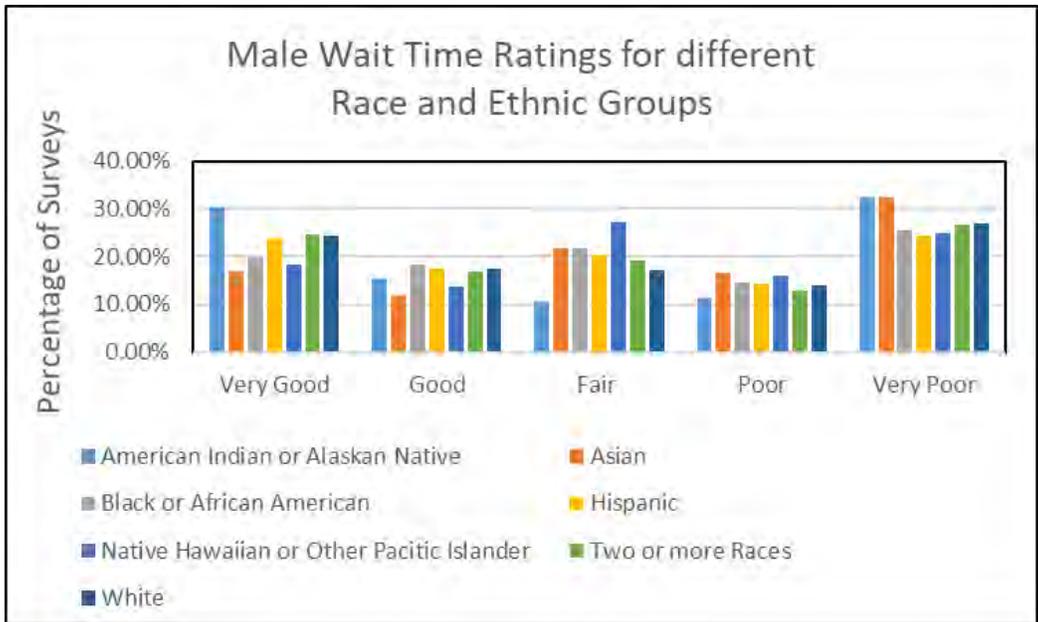


Figure 3.2 Male Wait Time Ratings for Different Race and Ethnic Groups

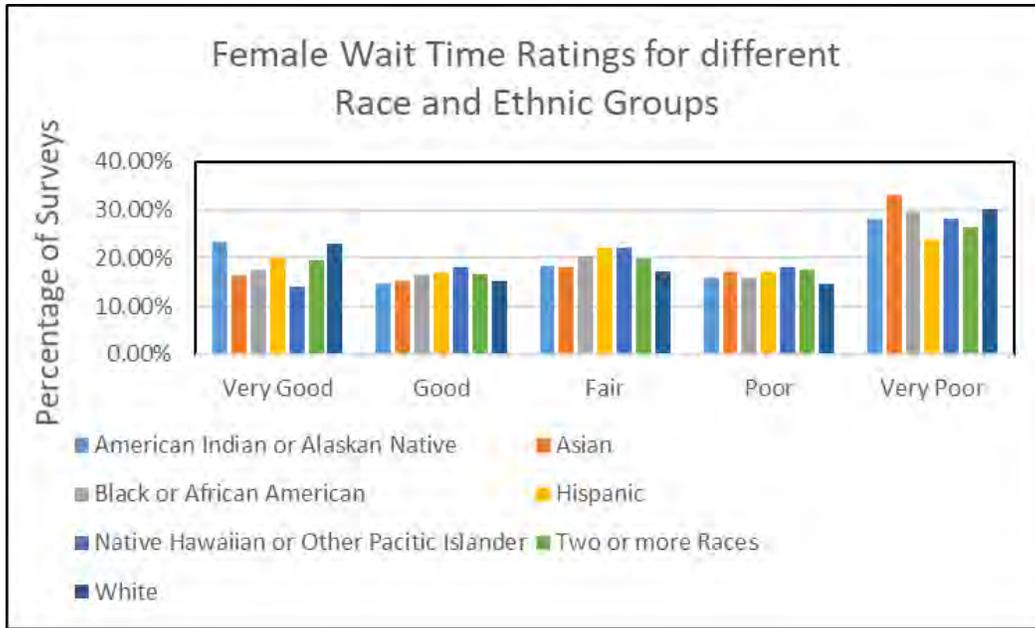


Figure 3.3 Female Wait Time Ratings for Different Race and Ethnic Groups

To further explore factors that could contribute to these differences, the study team evaluated the wait time ratings for males and females of different race and ethnicity groups with respect to other factors. The factors included whether a customer stood waiting outside the DLO building, and/or lost pay, and/or lost vacation time during their wait, which are presented in Figures 3.4 to 3.15. For example, Figure 3.4 shows the wait time ratings for Male ‘Asian’, ‘Black or African American’, ‘Hispanic or Latino’, individuals of ‘Two or more races’ and ‘White’ customers who did not stand outside the DLO and did not lose pay or vacation time. Though in a later section of this technical memorandum, information is provided for additional Races including ‘American Indian or Native Alaskan’ and ‘Native Hawaiian or Other Pacific Islander’, the number of respondents for these two groups, when additional factors were applied to determine wait time ratings, were such small percentages as not to be easily compared to the larger race and ethnicity groups.

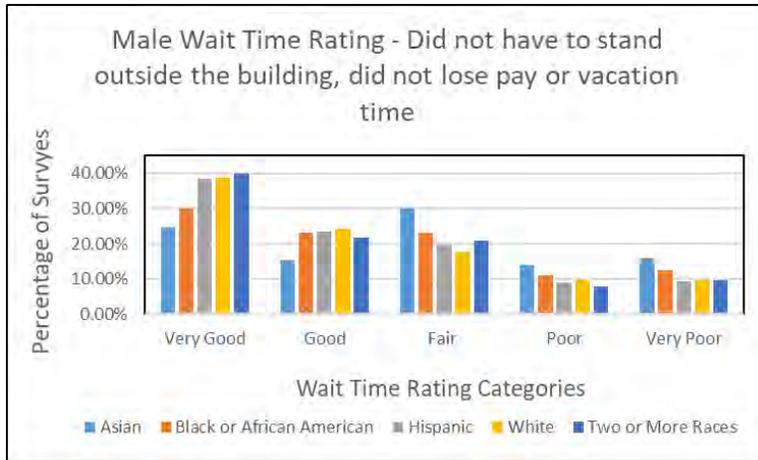


Figure 3.4 Male Wait Time Ratings - Did Not Stand Outside the DLO Building and Did Not Lose Pay or Vacation Time while Waiting

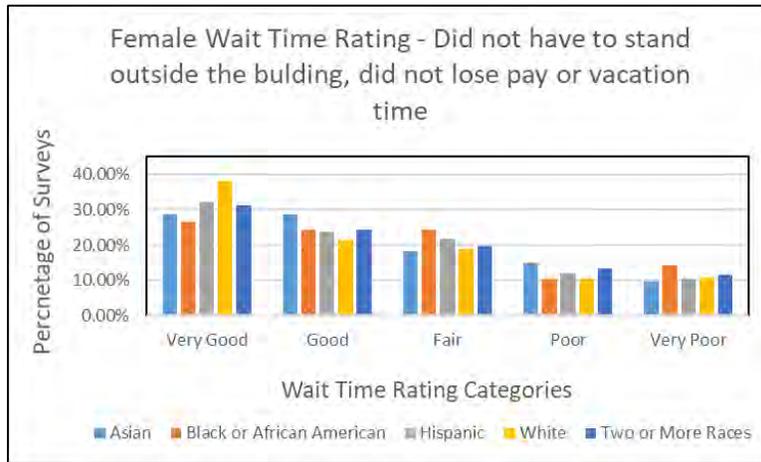


Figure 3.5 Female Wait Time Rating - Did Not Stand Outside the DLO Building and Did Not Lose Pay or Vacation Time while Waiting

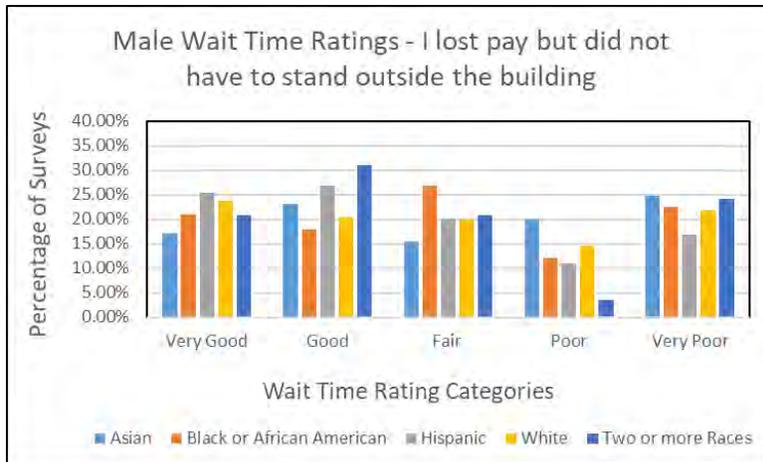


Figure 3.6 Male Wait Time Ratings - Did Not Stand Outside the DLO Building but Lost Pay while Waiting

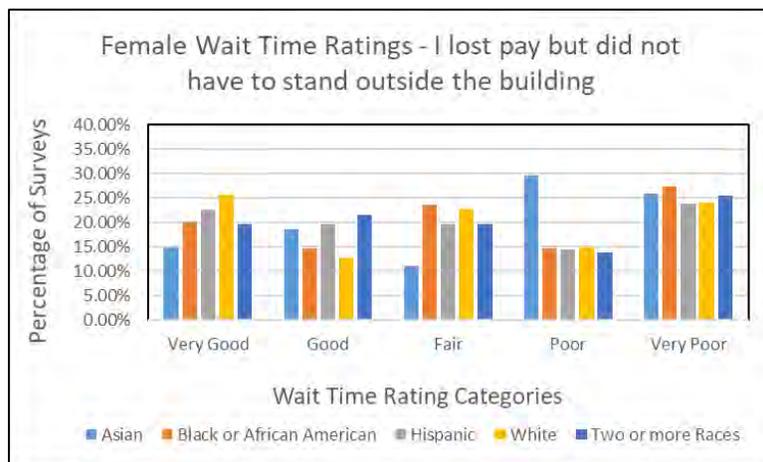


Figure 3.7 Female Wait Time Ratings - Did Not Stand Outside the DLO Building but Lost Pay while Waiting

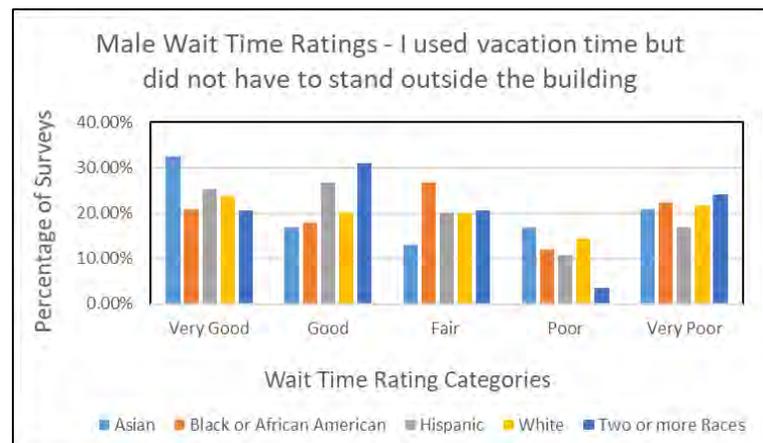


Figure 3.8 Male Wait Time Ratings - Did Not Stand Outside the DLO Building but Used Vacation Time while Waiting

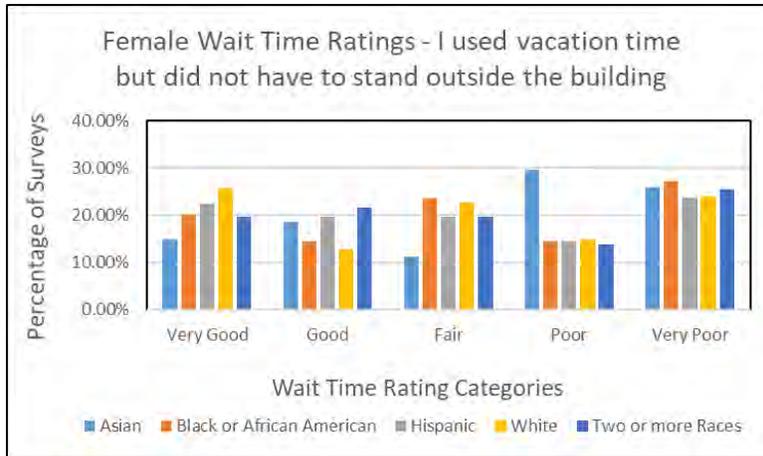


Figure 3.9 Female Wait Time Ratings - Did Not Stand Outside the DLO Building but Used Vacation Time while Waiting

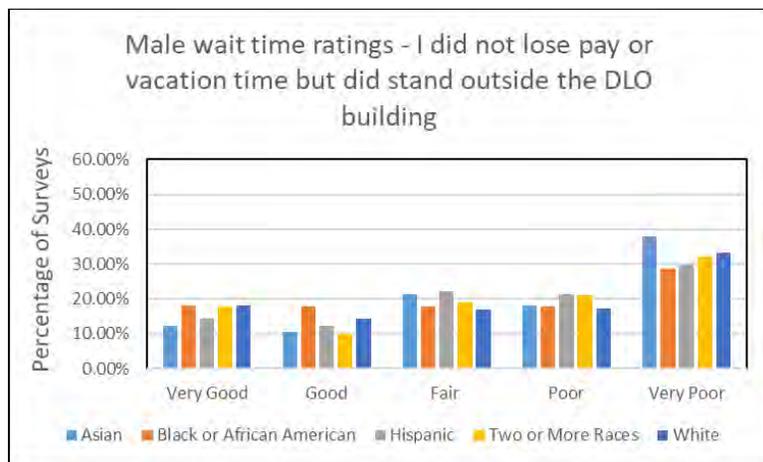


Figure 3.10 Male Wait Time Ratings – Did Not Lose Pay or Vacation Time, but Did Stand Outside the DLO Building while Waiting

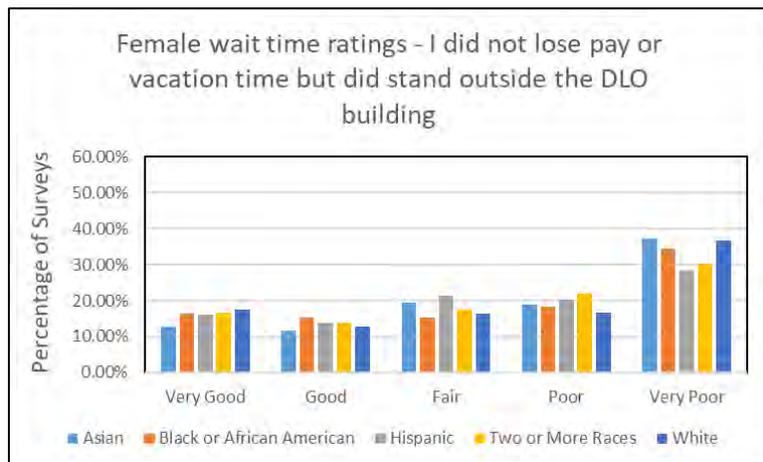


Figure 3.11 Female Wait Time Ratings – Did Not Lose Pay or Vacation Time, but Did Stand Outside the DLO Building while Waiting

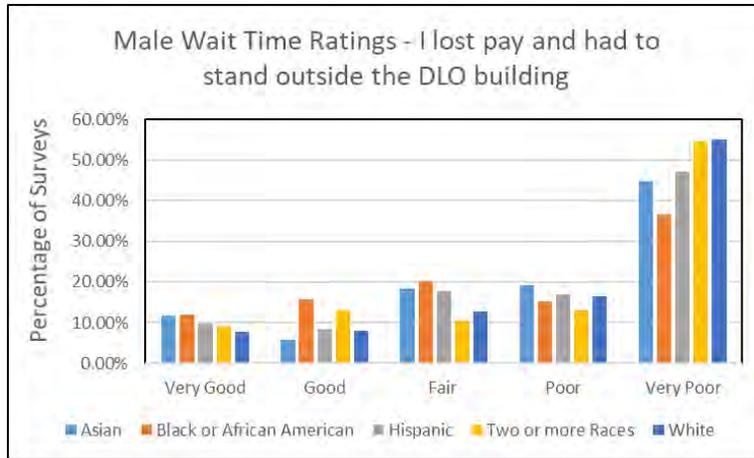


Figure 3.12 Male Wait Time Ratings - Had to Stand Outside the DLO Building and Lost Pay while Waiting

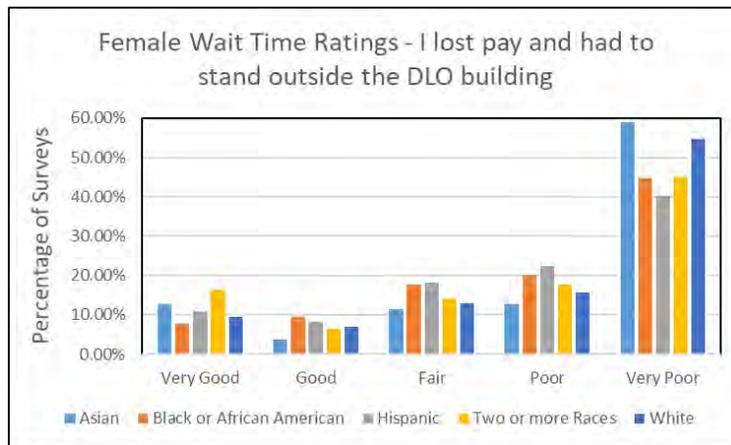


Figure 3.13 Female Wait Time Ratings - Had to Stand Outside the DLO Building and Lost Pay while Waiting

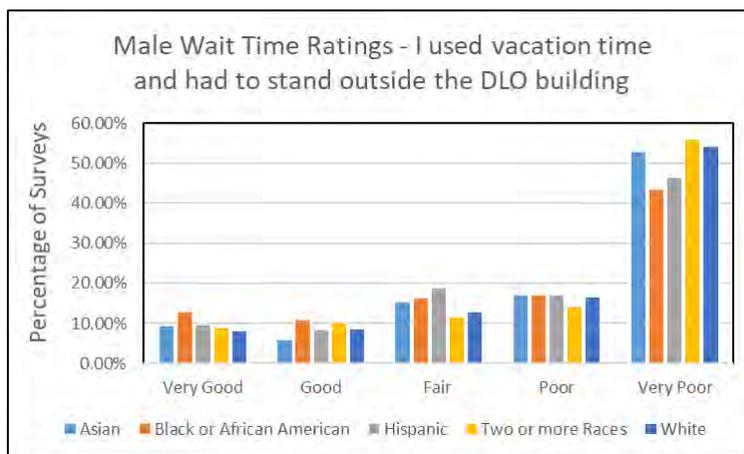


Figure 3.14 Male Wait Time Ratings - Had to Stand Outside the DLO Building and Used Vacation Time while Waiting

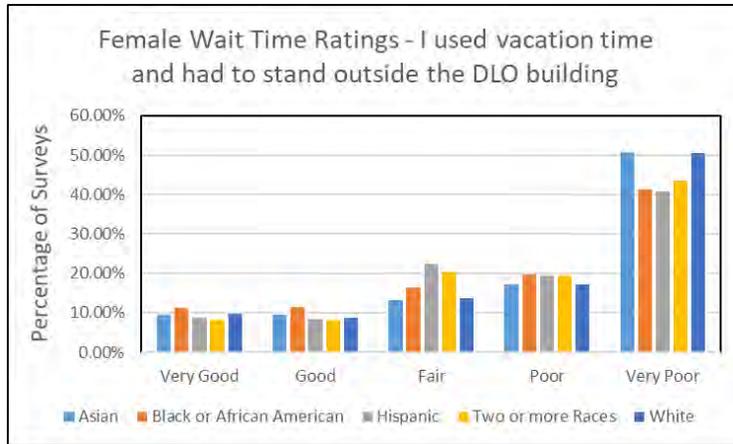


Figure 3.15 Female Wait Time Ratings - Had to Stand Outside the DLO Building and Used Vacation Time while Waiting

Figures 3.4 to 3.15 clearly show that if a customer does not have to stand outside the DLO building and does not lose pay or vacation time, there are higher percentages of ‘Very Good’ and ‘Good’ wait time ratings and lower percentages of ‘Poor’ and ‘Very Poor’ wait time ratings. However, if a customer is losing pay during the wait inside the DLO, their wait time ratings shift toward ‘Poor’ and ‘Very Poor’ ratings. This trend continues with greater percentages of ‘Poor’ and ‘Very Poor’ wait time ratings if a customer has to stand outside the DLO building and either loses pay or is using vacation time.

Of the 21,122 individuals who had waited outside a DLO or mega center over the years when they’d gotten a new or renewal driver license or ID card, 12,371 (58.9%) expressed concern that they did not know how long they would be waiting. Figure 3.16 and Figure 3.17 show wait time ratings for these customers.

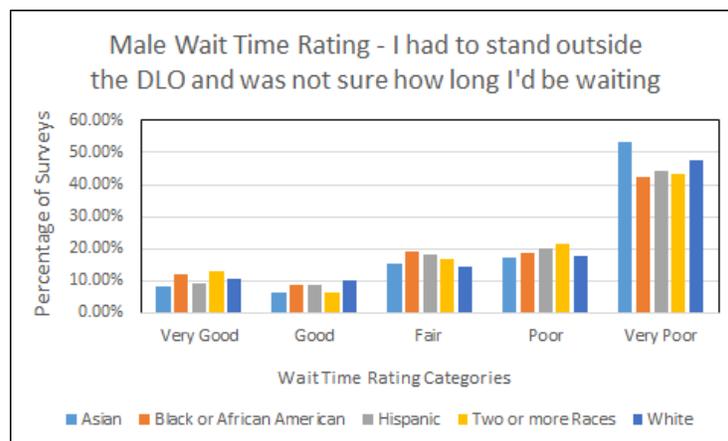


Figure 3.16 Male Wait Time Ratings – I had to stand outside the DLO building and I didn’t know how long I’d be waiting

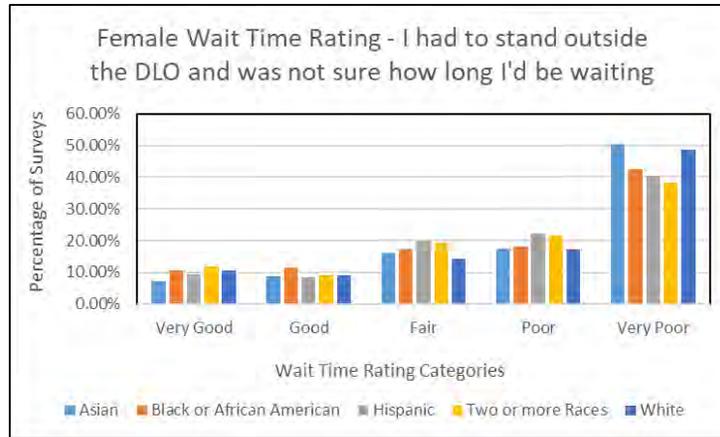


Figure 3.17 Female Wait Time Ratings – I had to stand outside the DLO Building, and I didn't know how long I'd be waiting

An analysis was performed on total transaction times for survey customers who either did or did not have to stand outside the DLO or mega center, not controlling for any other factors described in the previous sections. These analyses were performed for the periods January–September 2019 and October 2019–February 2020 to determine if a difference in transaction time could be detected after the new hires and salary increases occurred.

The analysis showed that the average transaction time for survey customers who did not have to wait outside a DLO or mega center is approximately 1 hour 30 minutes for both time periods. The average transaction time for survey customers who did have to stand outside a DLO or mega center was computed to be approximately 2 hours 40 minutes for both time periods.

The NEMO-Q data analysis in Section 2.1 has exact wait, processing, and transaction times reported in seconds, which are then converted to hours and minutes for the analysis. The NEMO-Q data is available from 74 DLOs or mega centers based on ticket pulls, and the analysis showed a 14.2-minute decrease in average transaction times between the two periods. The average wait time inside the DLO prior to the hiring and salary increases was 1 hour 23 minutes and 1 hour 8 minutes after the hiring and salary increases (14.8 minutes). The average processing time increased slightly between these two periods, resulting in a lower reduction in overall transaction time reduction compared to the wait time reduction. The NEMO-Q transaction time calculations compare well with the customer service transaction time that occurred within the DLO building. NEMO-Q data can only report wait, processing, and transaction times for customers who were inside the DLO or mega center, since wait time begins when a ticket is pulled, and it cannot record the wait time spent outside the DLO or mega center building.

Survey customer responses for these periods did not show a change in transaction times as did the NEMO-Q data. This is because the survey customer's wait and

processing time categories were reported on 15-minute increments. The wait and processing time for each customer were added to obtain transaction time, which was also reported on a 15-minute increment. Thus, it is not possible to identify an improvement in transaction time (NEMO-Q = 14.2 minutes) that is less than the interval time increment (survey customers = 15 minutes). However, as will be discussed later in this chapter, survey customer ‘Very Good’ and ‘Good’ wait time ratings increased after the new hiring and salary increases were implemented.

3.1.2.2. Age

Though it was not known beforehand whether age might affect a person’s experiences with and opinions on the Driver License Program, this might in fact be the case. Thus, the age demographics of Texas were obtained and the ages of drivers determined from the survey were collected for later comparison. Figure 3.18 and Figure 3.19 show the age distribution of Texans by age category and survey respondents, respectively. Note that the category ‘17 or younger’ in Figure 3.18 was calculated to include teenagers from 15 to 17 years old.

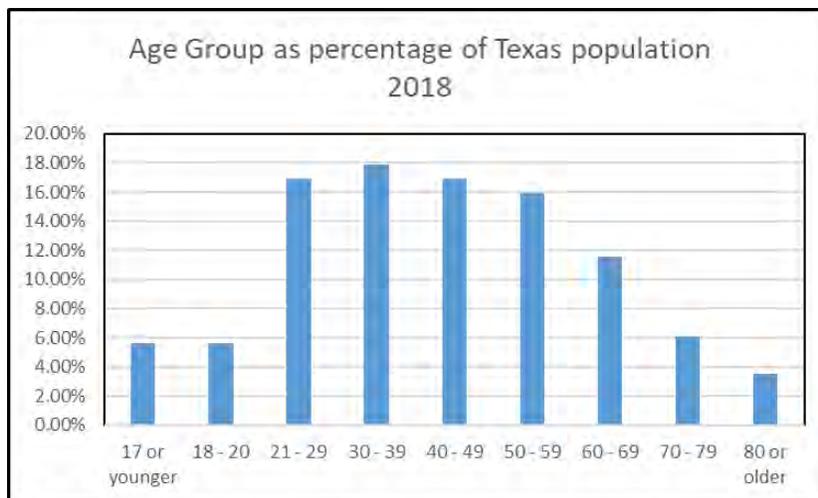


Figure 3.18 Distribution of Percentage of the Texas Population by Age Group (TDC 2018a)

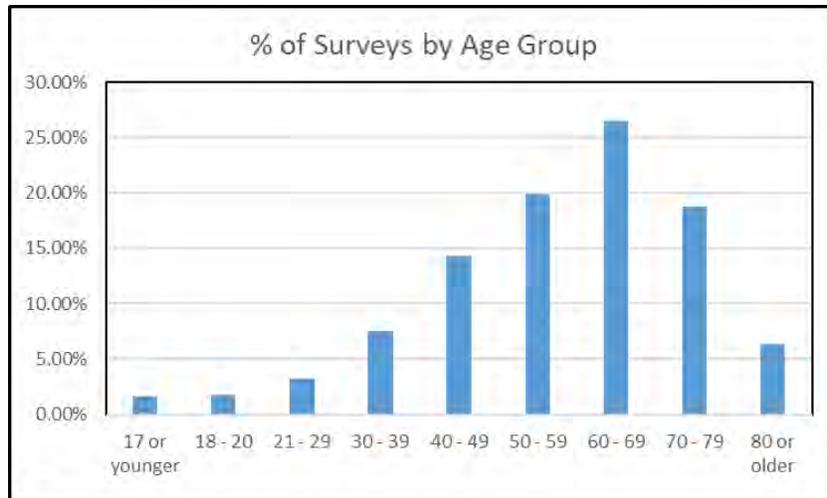


Figure 3.19 Distribution of Percentage of Survey Respondents by Age Group

During review of the first several thousand survey responses, it was evident that very few responses were being received by customers who were 17 years old or younger, or between 18 and 20 years old. To help increase the response rate for these age groups, the study team began sending email requests to every high school principal and most independent school district (ISD) superintendents in all 254 Texas counties. The email explained the purpose of the driver license and ID card study and requested the principal or ISD superintendent to make the survey link available to their driver age students. The study team sent emails to all school officials in 55 counties and began receiving increased numbers of completed surveys from young drivers from these counties. However, this process was ended when COVID-19 sheltering resulted in all schools being closed for the remainder of the study.

Further, the study team had determined to increase the number of surveys received from customers of certain race or ethnicity who were under-represented based on Texas population percentages. However, again, COVID-19 sheltering and the closure of most if not all gatherings, clubs, college campus, and high school campuses restricted the possibility of sending email invitations directly to various clubs or groups. Additional information is given later in this chapter about the numbers and percentages of survey responses based on race and ethnicity.

3.1.2.2.1. Cross-Tabulating and Filtering Results

As Appendix I shows, respondents were asked to provide ratings regarding DLD wait time and the overall Driver License Program performance based on their experiences. A Likert 5-point scale rating was applied, using these five rating levels: ‘very good’, ‘good’, ‘fair’, ‘poor’, and ‘very poor’. For comparison purposes, the Likert 5-point scale rating for wait time and the Driver License

Program performance ratings by age group are presented in Figure 3.20 to Figure 3.28 and Figure 3.29 to Figure 3.37, respectively.



Figure 3.20 Percentage of Survey Responses for Wait Time Ratings: Age Group 17 or Younger

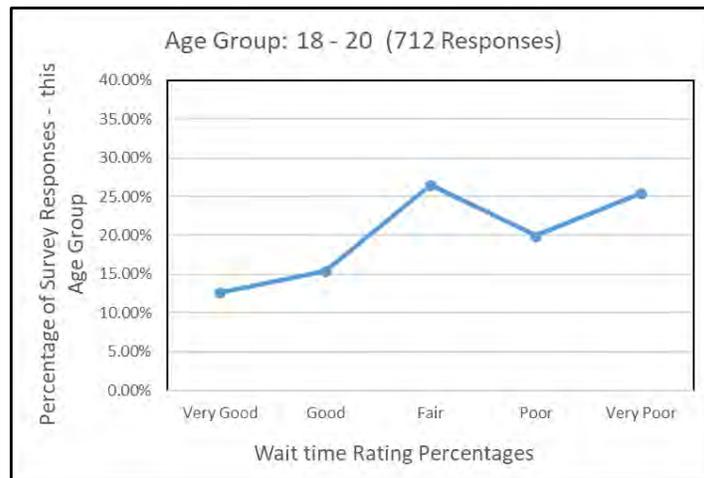


Figure 3.21 Percentage of Survey Responses for Wait Time Ratings: Age Group 18-20

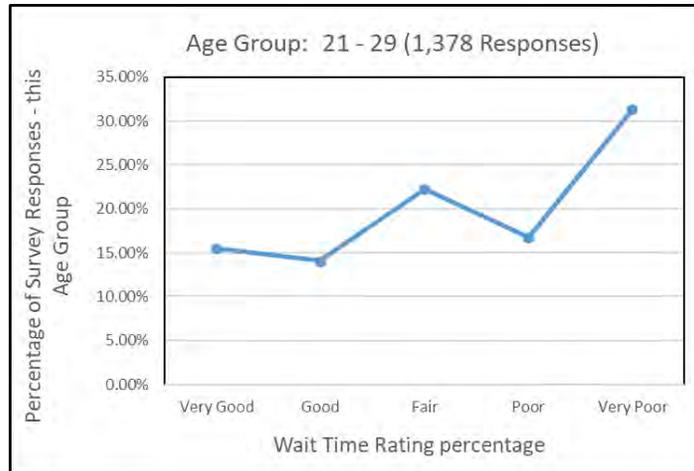


Figure 3.22 Percentage of Survey Responses for Wait Time Ratings: Age Group 21–29



Figure 3.23 Percentage of Survey Responses for Wait Time Ratings: Age Group 30–39

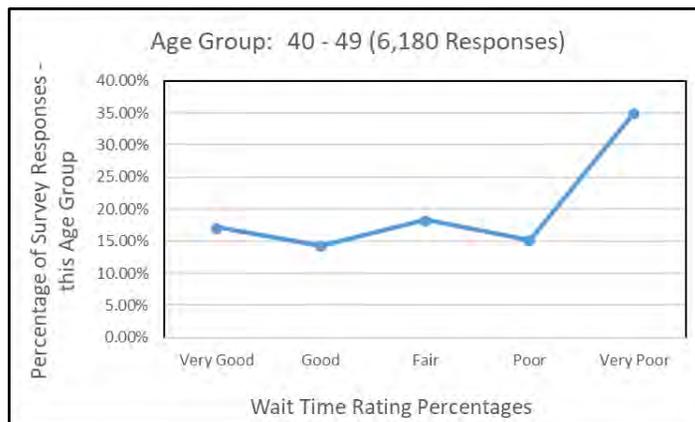


Figure 3.24 Percentage of Survey Responses for Wait Time Ratings: Age Group 40–49

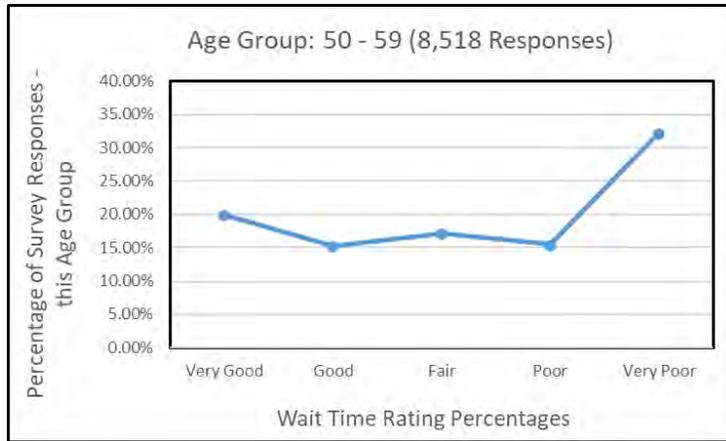


Figure 3.25 Percentage of Survey Responses for Wait Time Ratings: Age Group 50–59

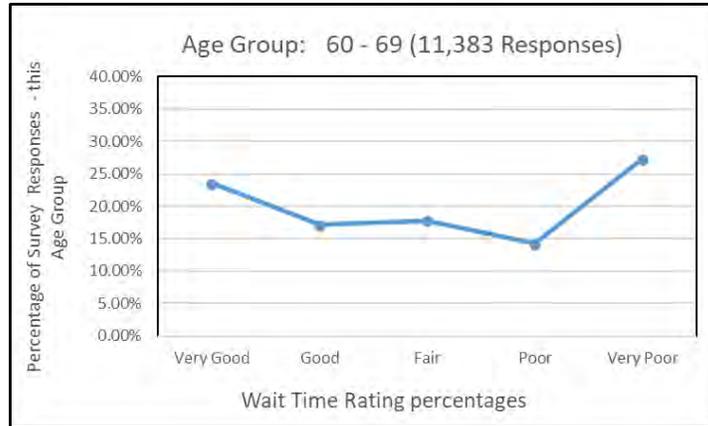


Figure 3.26 Percentage of Survey Responses for Wait Time Ratings: Age Group 60–69

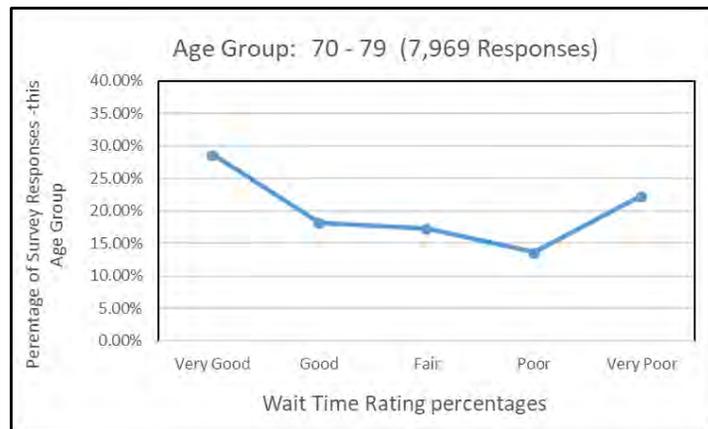


Figure 3.27 Percentage of Survey Responses for Wait Time Ratings: Age Group 70–79

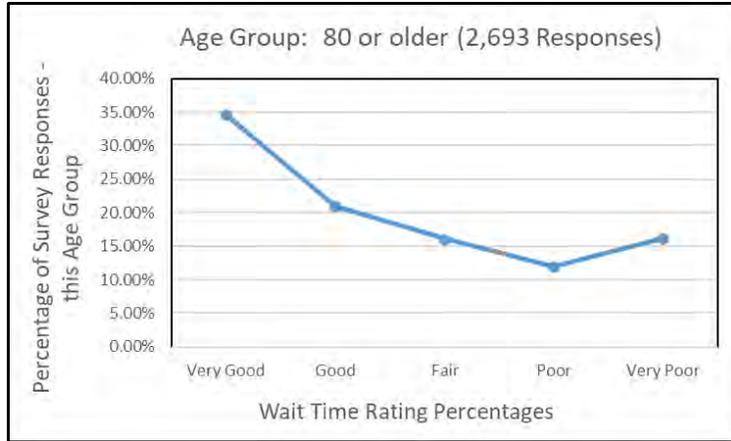


Figure 3.28 Percentage of Survey Responses for Wait Time Ratings: Age Group 80 or Older

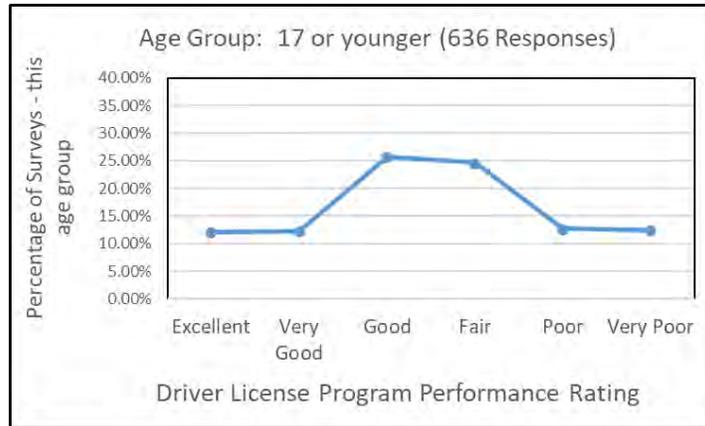


Figure 3.29 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 17 or Younger

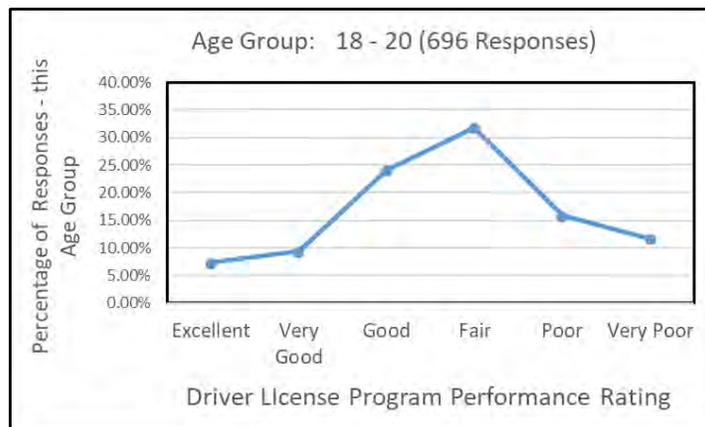


Figure 3.30 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 18–20

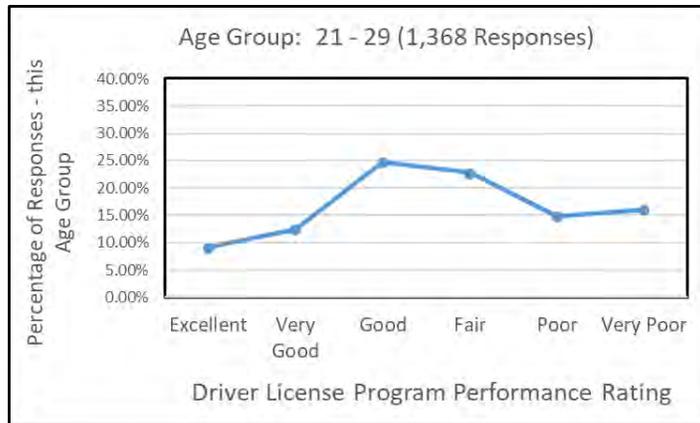


Figure 3.31 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 21–29

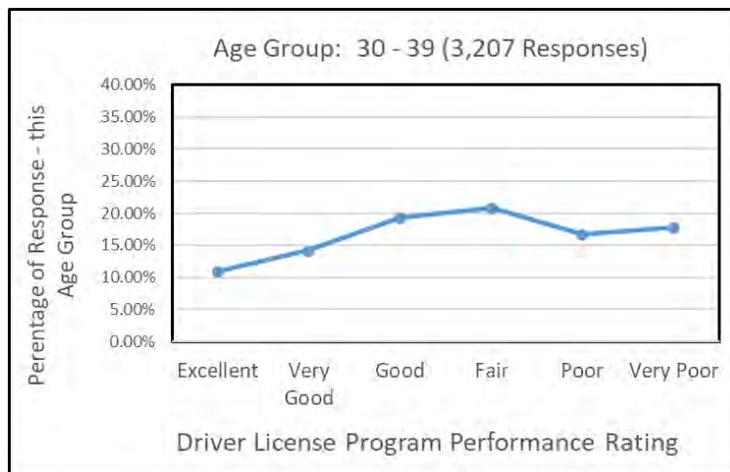


Figure 3.32 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 30–39

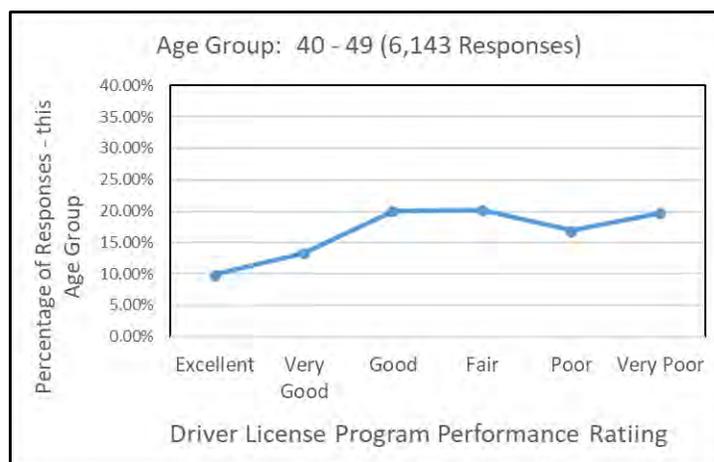


Figure 3.33 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 40–49

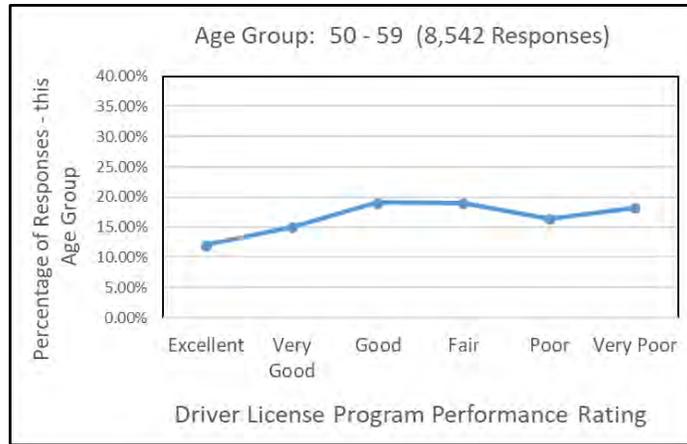


Figure 3.34 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 50–59

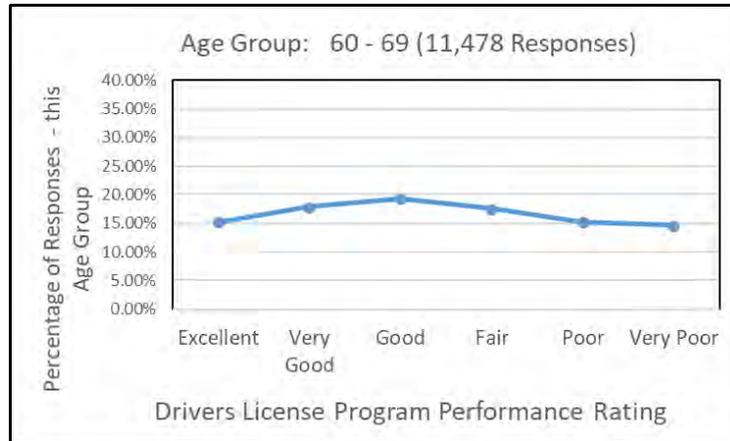


Figure 3.35 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 60–69

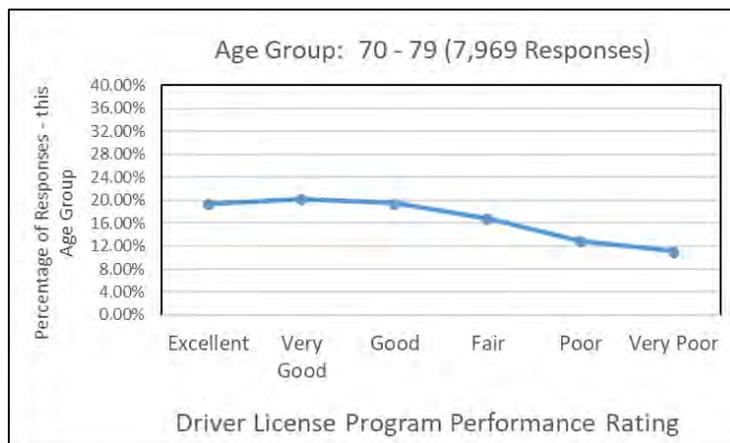


Figure 3.36 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 70–79

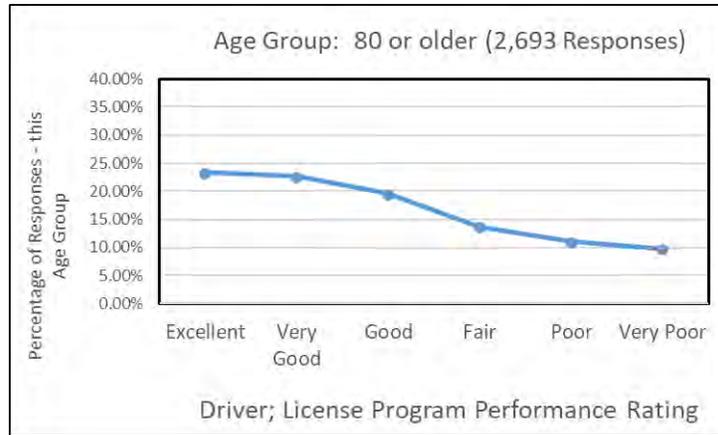


Figure 3.37 Percentage of Survey Responses for Driver License Program Performance Ratings: Age Group 80 or Older

Figure 3.20 to Figure 3.37 show that there are differences in wait time and Driver License Program performance ratings based on age group. The tendency is that younger customers give a lower percentage of ‘Very Good’ and a higher percentage of ‘Very Poor’ ratings than customers in older age groups. This same tendency exists for overall Driver License Program performance ratings.

3.1.2.3. Location

The experiences of driver license or ID cardholders might be different from city to city, county to county, or other regional boundary as a function of the number and types of DLOs, size of the population (crowding at metro offices, but not at rural locations), and other factors. Thus, each survey taker is asked to provide their residence zip code, the county, and city where they last visited a DLO for services.

The study team prepared tables showing the population rankings of counties and cities or towns in relation to the number of surveys received. A table (Table 3.1) was created showing the 50 top-ranked Texas counties by population in relation to the number of surveys received from each county. Of this list, 42 top-ranked counties by survey number were included in the list with 8 of the top 10 largest population counties also listed in the top 10 counties in terms of number of surveys received. Based on this information, the top 50 counties comprised 85.8% of the Texas population, and 87.2% of the total surveys.

A similar table (Table 3.2) was prepared for the top 50 Texas cities and towns showing populations in relation to the number of surveys received from each city and town. Of this list, 43 of the top-ranked cities and towns by population were among the top cities and towns in terms of survey numbers. Seven of the top ten largest population cities and towns were also listed in the top 10 cities or towns in terms of number of surveys received. Based on this information, the top 50 cities comprised 53.3% of the Texas population, and 60.0% of the total surveys.

The study team also evaluated survey representation of urban and rural areas of the state based on counties. The study team evaluated Texas counties based on the U.S. Census Bureau Table of Texas County 'rurality' designations, including 'urban', 'mostly rural' and 'completely rural' [Ratcliffe et al. 2016; Ratcliffe n.d.; U.S. Census Bureau n.d.]. In addition, the study team obtained the Texas Association of Counties dataset for county statistics, which includes land area, water area, total area, percentage urban, and percentage rural (Texas Association of Counties, n.d.). This information was comparable to the U.S. Census Bureau's 2010 Texas county population distribution according to urban and rural portions of a county's population.

Based on these designations, there are 118 urban, 84 mostly rural, and 52 completely rural counties. The Census Bureau provides population estimates for the rural and urban portions of each county's total population. Based on this data, the rural portions of all Texas county populations were calculated to be approximately 15.3%; thus, the urban percentage of county populations is 84.7%. Since the Census Bureau county designations (urban, mostly rural, and completely rural) apply to the entire county, the rural and urban population calculations will vary from the more detailed analysis mentioned previously. Based on the three Census bureau designations, urban counties comprised 89.7% of the population and 91.2% of the surveys. Mostly rural and completely rural counties comprised 10.3% of the population and 8.8% of the surveys. Thus, the study team determined that the survey responses are generally representative of rural/urban populations in Texas.

Table 3.1 List of the Top 50 Texas Counties by Population and the Number of Surveys Received

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

Table 3.2 List of the Top 50 Texas Cities and Towns by Population and Number of Surveys Received

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

Figure 3.38 and Figure 3.39 show the Driver License Program performance rating for urban or rural customers who either did or did not have to stand outside the DLO while waiting.

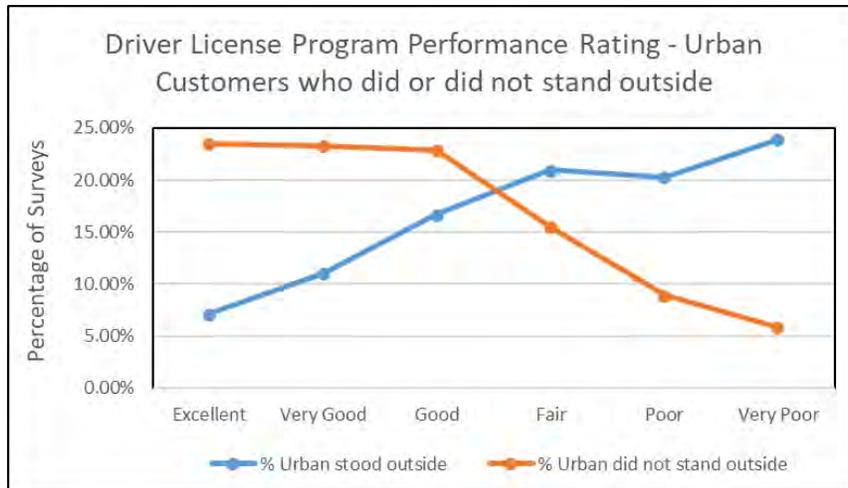


Figure 3.38 Driver License Program Performance Rating for Urban Customers Who Either Did or Did Not Have to Stand Outside the DLO or Mega Center while Waiting

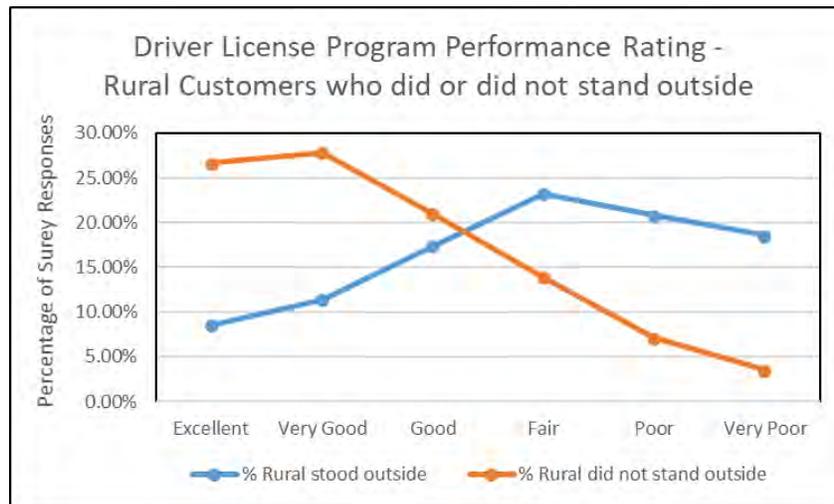


Figure 3.39 Driver License Program Performance Rating for Rural Customers Who Either Did or Did Not Have to Stand Outside the DLO or Mega Center while Waiting

3.1.2.4. Race and Ethnicity

There was no specific prior knowledge about how race and ethnicity could affect a person’s perception of the Driver License Program. The race and ethnicity categories used in the survey were based on trial U.S. Census race and ethnicity categories under consideration in late 2019. Table 3.3 shows the percentage of the Texas state population by race and ethnicity, which is based on the U.S. Census 2010 projections, and the numbers and percentages of surveys received for comparison purposes. The U.S. Census Bureau 2019 race and ethnicity percentage projections were not used due to a caution statement that accompanied the data and the fact that the sum of all percentages was greater than 100%.

Table 3.3 Race and Ethnicity by Texas Population Percentage Compared to Number of Surveys Percentage

Race and Ethnicity	% Texas Population (U.S. Census Bureau 2010 census)	Number of Surveys Received	% Total Surveys
American Indian or Alaska Native	0.3%	235	0.6%
Asian	4.9%	1,658	3.9%
Black or African American	11.9%	2,374	5.6%
Native Hawaiian or Other Pacific Islander	0.1%	70	0.2%
White	41.4%	31,652	74.4%
Hispanic or Latino	39.6%	4,821	11.3%
Not Hispanic or Latino		189	0.4%
Two or more Races	1.7%	1,385	3.3%
Other	0.2%	0	0.0%
Blank		139	0.3%
Total Responses	100.00%	42,523	100.00%

Figure 3.40 to Figure 3.47 show the relationships of the performance ratings given to the Driver License Program based on whether individuals had to stand outside the DLO or not. These figures are given for all responses and for the different race and ethnicity categories that were provided in the survey. Though ‘Two or more Races’ was not a specific choice, survey takers could select two or more race and ethnicity categories according to their preferences.

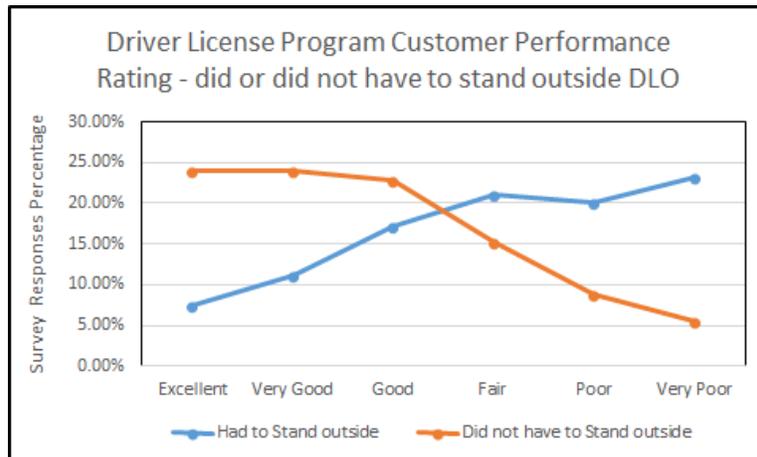


Figure 3.40 Driver License Program Customer Performance Ratings Depending on Whether the Customer Did or Did Not Have to Stand Outside while Waiting – All Groups

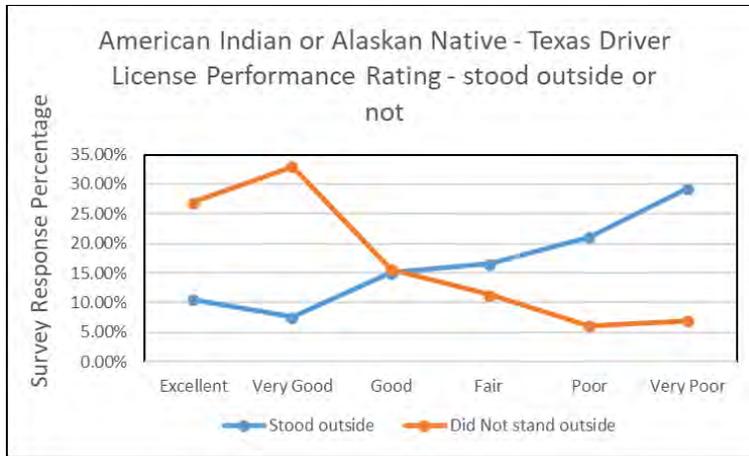


Figure 3.41 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – American Indian or Alaskan Native Customers

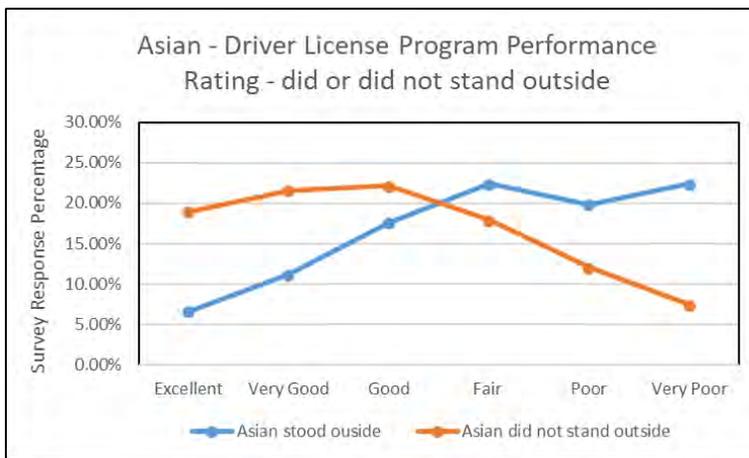


Figure 3.42 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Asian Customers

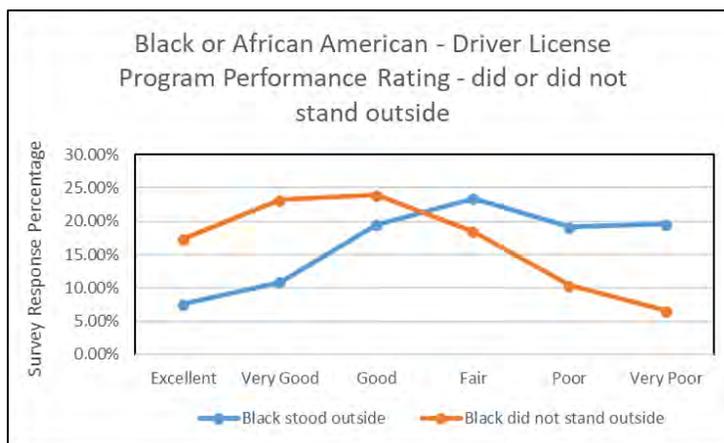


Figure 3.43 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Black or African American Customers

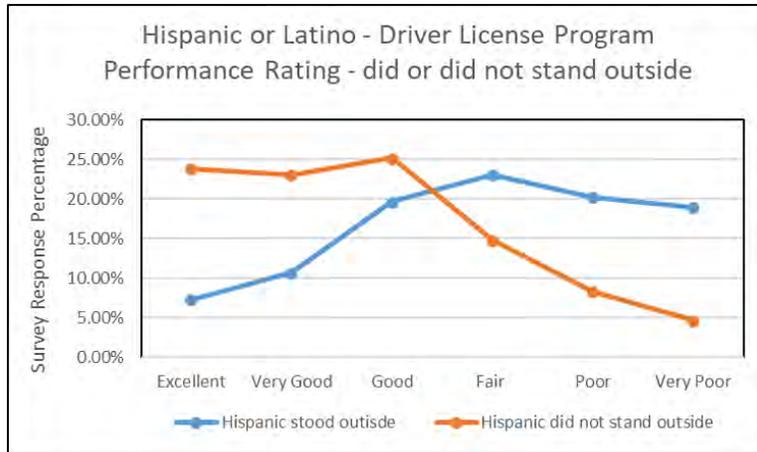


Figure 3.44 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Hispanic or Latino Customers

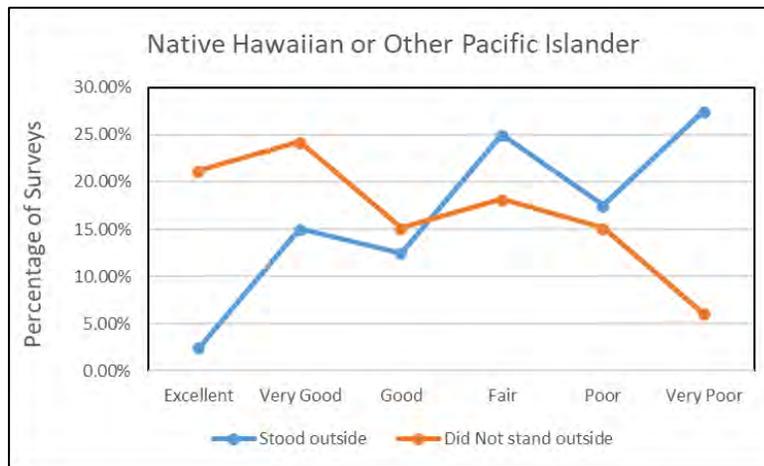


Figure 3.45 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Native Hawaiian or Other Pacific Islander Customers

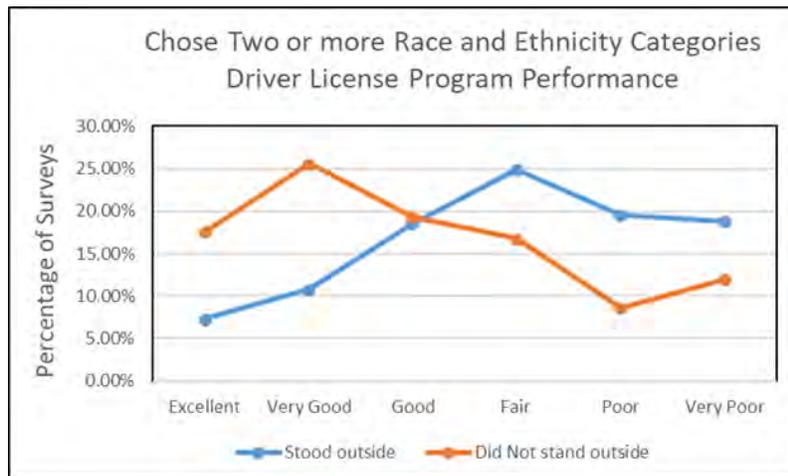


Figure 3.46 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – Chose ‘Two or More’ Race and Ethnicity Categories

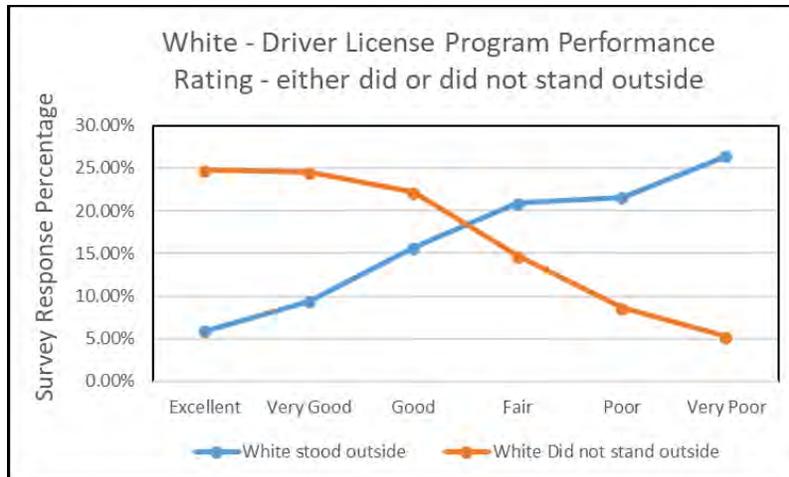


Figure 3.47 Driver License Program Customer Performance Ratings Depending on Race and Ethnicity – White Customers

As can be observed from Figure 3.40 to Figure 3.47, there are lower percentages of ‘Excellent’ performance ratings for Asian, Black or African American, and customers who chose ‘two or more’ race and ethnicity categories compared to the cumulative performance ratings for all customers. However, there are lower percentages of ‘Poor’ or ‘Very Poor’ performance ratings for Asian and Black or African American customers who stood outside. The study team found that lower percentages of ‘Excellent’ and higher percentages of ‘Very Poor’ ratings were given for all races if a customer stood outside waiting and lost pay. The total number of customers who rated Driver License Program performance and the percentage who stood outside a DLO and also lost pay while waiting were American Indian or Alaskan Native: 84 (31.6%); Asian: 215 (13%); Black or African American: 428 (18.0%); Hispanic or Latino: 873 (18.1%); Native Hawaiian or Other Pacific Islander 36 (51.4%); Two or More Races 277 (20%); and White, 3,268 (10.3%). Additional analysis is needed to further examine factors that affect Driver License Program performance ratings.

The study team had planned to conduct an outreach program to contact high school, college, professional, and other community groups that include members from these under-represented race and ethnicity groups. The team planned to conduct a special email invitation campaign as had been done with high school principals and ISD superintendents in 55 counties. However, just as the high school outreach campaign was ended by COVID-19 sheltering, the team found it impossible to conduct an outreach campaign due to closure of meetings, conferences, university campuses, and other venues that would have provided opportunities. It is suggested that a future study is conducted to obtain additional survey responses from these groups.

3.1.2.5. Household Income Group

There was no specific prior knowledge about how household income could affect a person's perception of the Driver License Program. The study team developed household income groups using an approximate \$10,000 increment, as shown in Table 3.4

Table 3.4 Annual Household Income Categories and Number of Survey Respondents

Annual Household income	Number of Survey Respondents
less than \$15,000	1,059
\$15,000 - \$25,000	1,455
\$26,000 - \$35,000	1,894
\$36,000 - \$45,000	1,454
\$46,000 - \$55,000	2,687
\$56,000 - \$65,000	2,676
\$66,000 - \$75,000	2,890
\$76,000 - \$85,000	1,541
\$86,000 - \$100,000	2,516
> \$100,000	14,858
Total	33,030

The study team evaluated different household income data sources and elected to compare the survey responses to the Texas State Senate district profile household income data. Thus, a table of 31 salary distributions from the district profiles was developed.

However, the income groups and increments are different for the district profiles compared to the survey data household income categories; thus, the survey data categories were grouped to approximate the same income groups in the district profile household income data categories. A comparison of the two household income groups with numbers of surveys or, in the case of the profile data, Texas households including percentages, is presented in Table 3.5

Table 3.5 Household Income Data—Number of Surveys and Number of Households*

Customer Surveys			Senate District Profiles		
Household Income Categories	Number of Surveys	Percentage of Surveys	Household Income Categories	Number of households	Percentage of Households
Less than \$15,000	1,059	3.21%	Less than \$10,000	614,378	6.65%
\$15,000 - \$25,000	1,455	4.41%	\$10,000 - \$24,999	1,291,311	13.97%
\$26,000 - \$45,000	3,348	10.14%	\$25,000 - \$49,999	2,149,218	23.25%
\$45,000 - \$100,000	12,310	37.27%	\$50,000 - \$99,999	2,760,681	29.86%
> \$100,000	14,858	44.98%	\$100,000 - > \$200,000	2,429,904	26.28%
Total surveys with Household income data	33,030	100.00%	Total Households	9,245,492	100.00%

* Household income data obtained from Senate District profiles [Texas Legislature Online 2020]

Figure 3.48 through Figure 3.57 show the wait time ratings for survey customers according to the household income category in Table 3.4.



Figure 3.48 Wait Time Ratings for Customers with an Annual Household Income of Less Than \$15,000

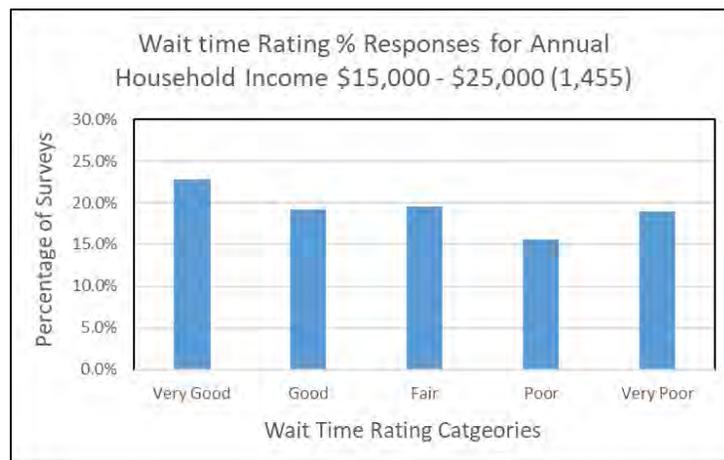


Figure 3.49 Wait Time Ratings for Customers with an Annual Household Income from \$15,000 to \$25,000

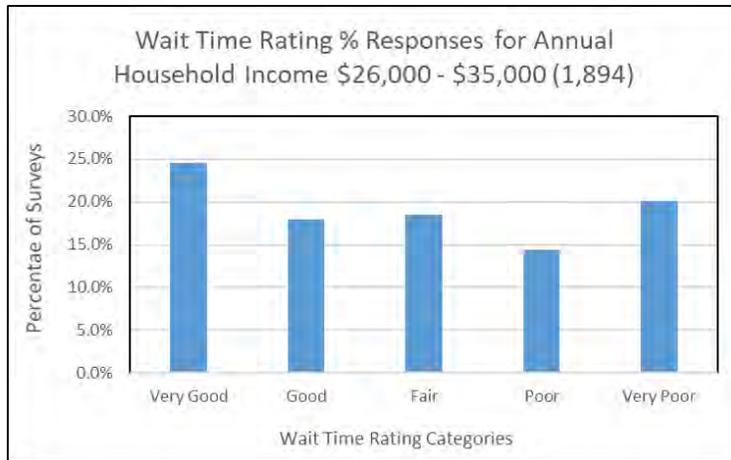


Figure 3.50 Wait Time Ratings for Customers with an Annual Household Income from \$26,000 to \$35,000



Figure 3.51 Wait Time Ratings for customers with an Annual Household Income from \$36,000 to \$45,000



Figure 3.52 Wait Time Ratings for Customers with an Annual Household Income from \$46,000 to \$55,000

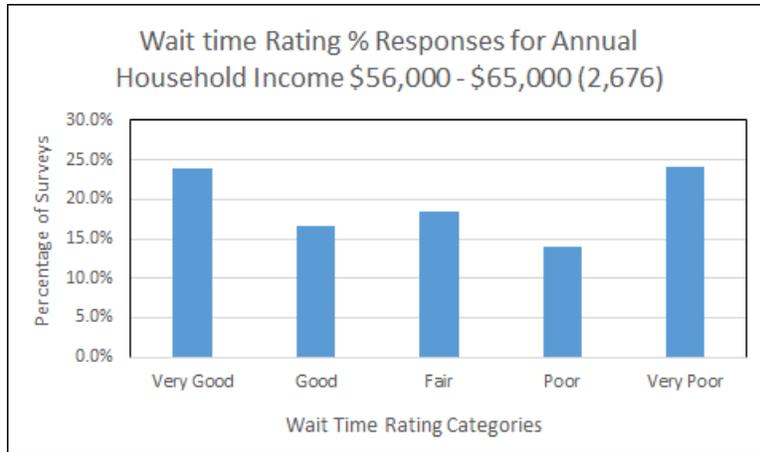


Figure 3.53 Wait Time Ratings for Customers with an Annual Household Income from \$56,000 to \$65,000



Figure 3.54 Wait Time Ratings for Customers with an Annual Household income from \$66,000 to \$75,000

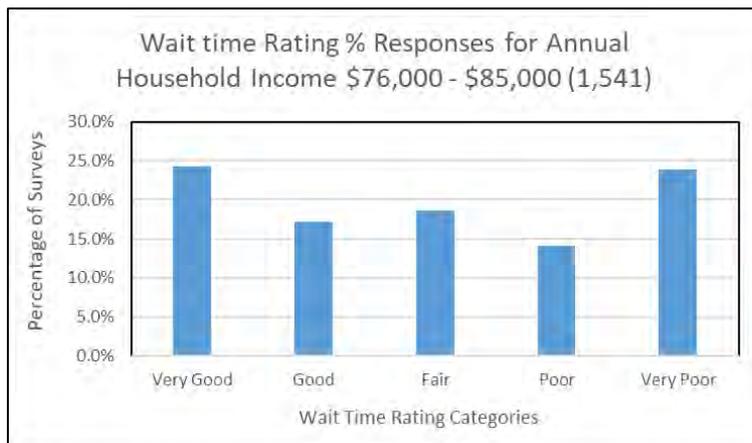


Figure 3.55 Wait Time Ratings for Customers with an Annual Household Income from \$76,000 to \$85,000

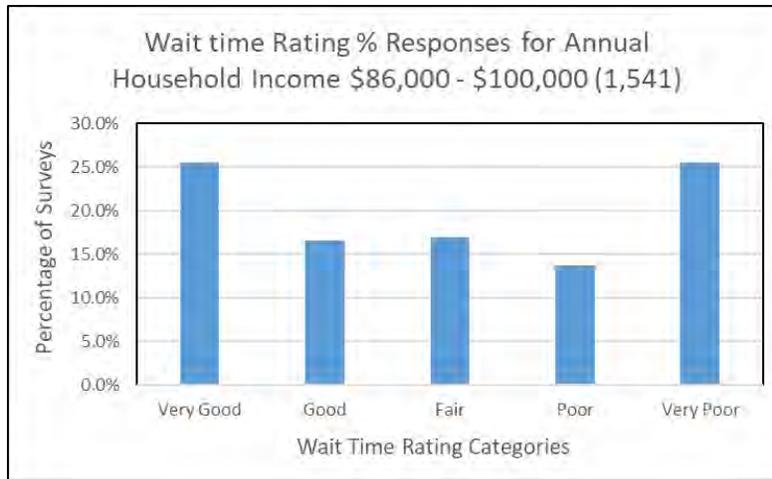


Figure 3.56 Wait Time Ratings for Customers with an Annual Household Income from \$86,000 to \$100,000

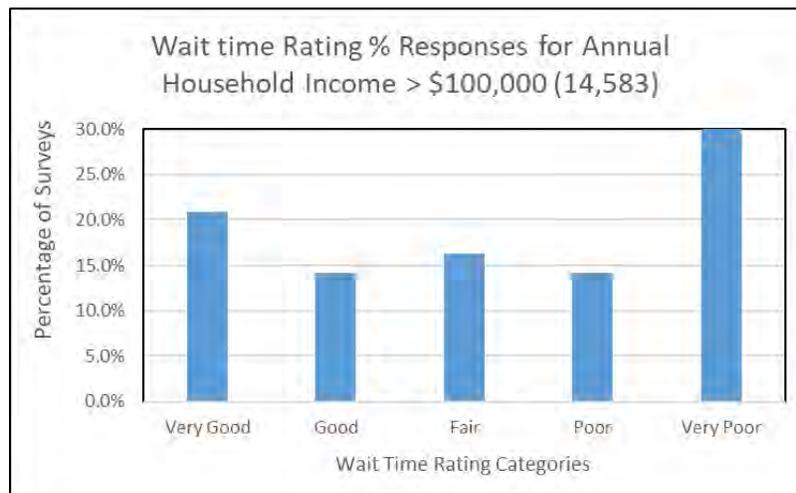


Figure 3.57 Wait Time Ratings for Customers with an Annual Household Income More Than \$100,000

Small variations in wait time ratings appear in Figure 3.48 to Figure 3.53, which collectively represent household incomes from less than \$15,000 to \$65,000. Increased percentages of ‘Poor’ and ‘Very Poor’ ratings begin with Figure 3.54 representing a household income of \$66,000 to \$75,000 and continue with this trend through Figure 3.57 for households with more than \$100,000 annual income, which shows the highest percentage of ‘Very Poor’ wait time ratings.

3.1.2.6. Level of Education

The Texas Demographic Center (TDC) provides information about the number of individuals according to various education levels ranging from some high school to graduate degree. However, there was no prior knowledge of how level of education might affect opinions of the Driver License Program. Figure 3.58 shows the

percentages of the Texas population over 25 years old with different education levels [TDC 2018b]. Figure 3.59 shows the level of education for customer survey respondents.

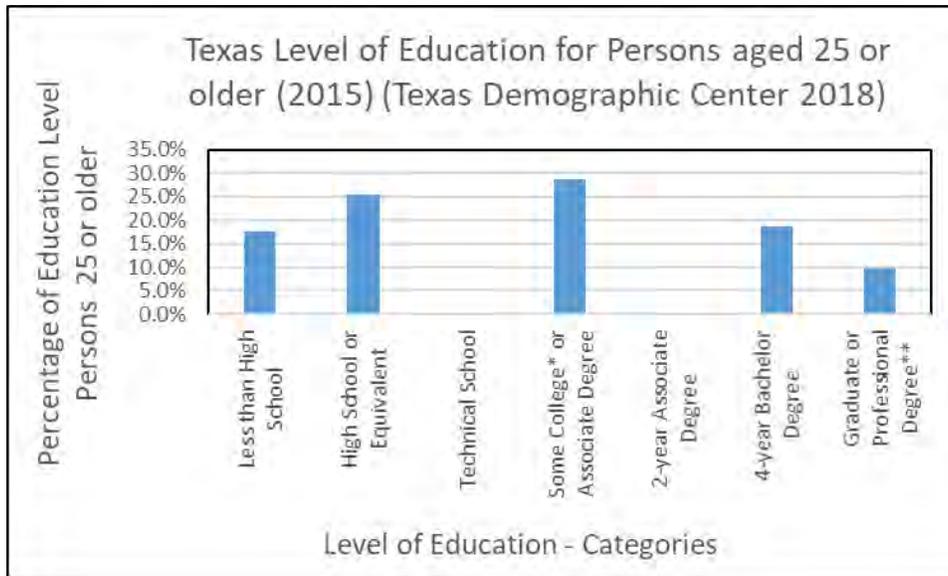


Figure 3.58 Texas Level of Education for Persons Aged 25 or Older in 2015 (TDC 2018b)

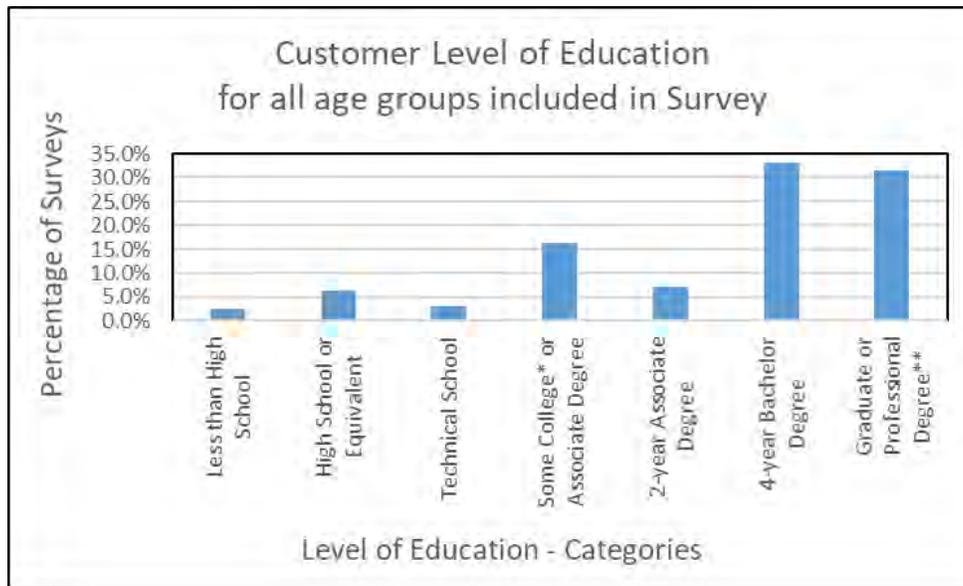


Figure 3.59 Level of Education for Driver License Program Survey Respondents of All Age Groups

Note that the TDC combines the percentages of Texans with ‘Some college’ and an ‘Associate, or 2-year College Degree’ in the same category and does not include statistics for individuals with ‘Technical, Vocational or Trade School Training’. In addition, the TDC evaluates these categories for individuals who are at least 25

years old, whereas the customer survey included individuals in age groups who can legally hold a learner permit, driver license, or ID card. Thus, a direct comparison is not possible though some observations can be made.

Figure 3.60 to Figure 3.66 show the wait time rating for customers of different education levels.



Figure 3.60 Customers with up to High School Level, No Diploma – Wait Time Rating

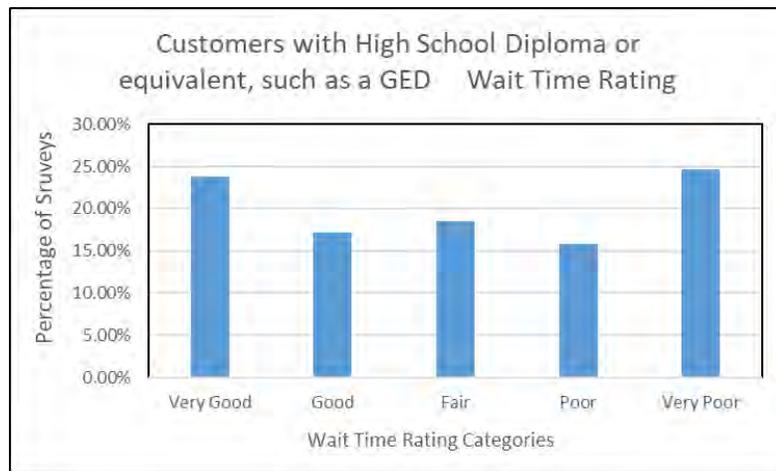


Figure 3.61 Customers with a High School Diploma or Equivalent – Wait Time Rating



Figure 3.62 Customers with Technical, Vocational or Trade School Training – Wait Time Rating



Figure 3.63 Customers with Some College but No Diploma – Wait Time Rating



Figure 3.64 Customers with a 2-Year College Degree – Wait Time Rating



Figure 3.65 Customers with a 4-Year College Degree – Wait Time Rating



Figure 3.66 Customers with a Graduate or Professional Degree – Wait Time Rating

Figure 3.67 to Figure 3.73 show the Driver License Program performance rating for customers of different education levels.

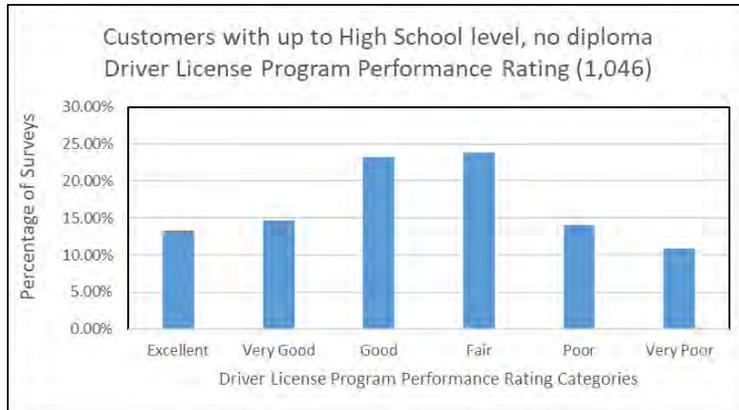


Figure 3.67 Driver License Program Performance Rating for Individuals with an Education up to High School Level, No Diploma



Figure 3.68 Driver License Program Performance Rating for Individuals with an Education High School Education or Equivalent

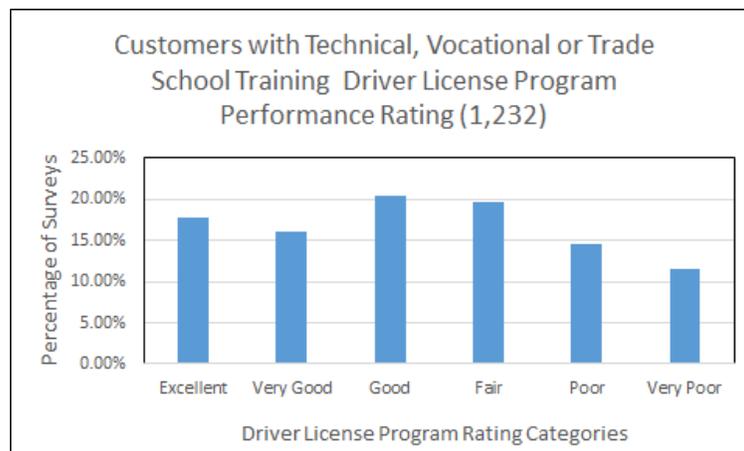


Figure 3.69 Driver License Program Performance Rating for Individuals with Technical, Vocational or Trade School Training

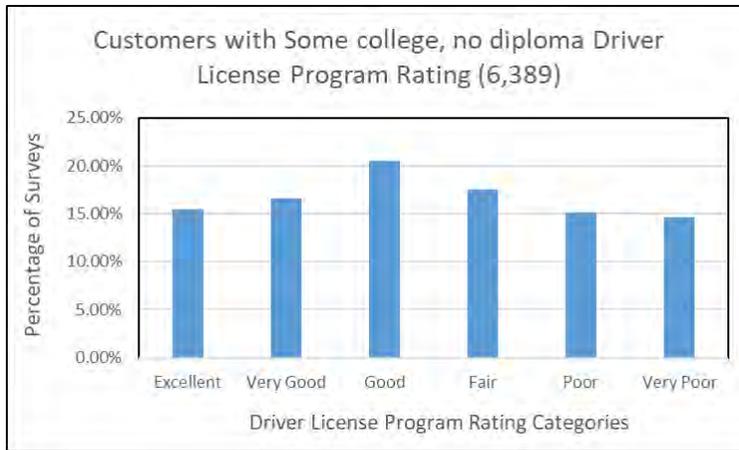


Figure 3.70 Driver License Program Performance Rating for Individuals with Some College but No Diploma

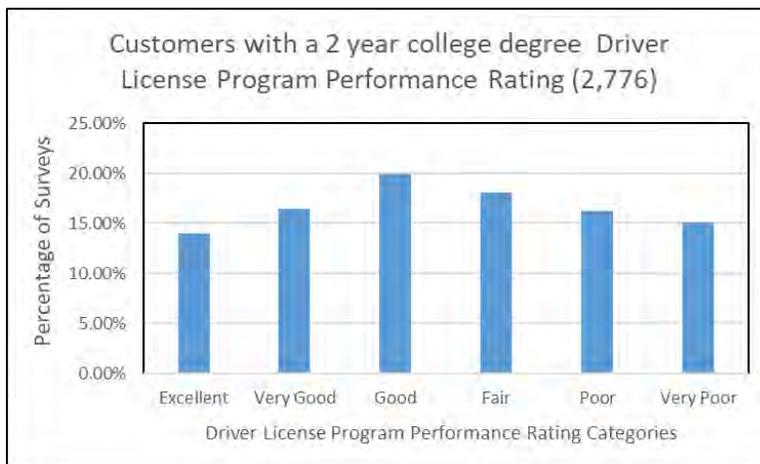


Figure 3.71 Driver License Program Performance Rating for Individuals with 2-Year College (Associate) Degree

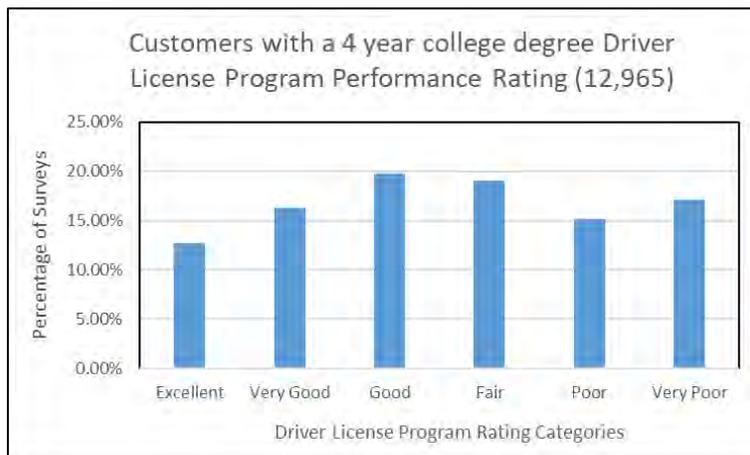


Figure 3.72 Driver License Program Performance Rating for Individuals with a 4-Year College Degree

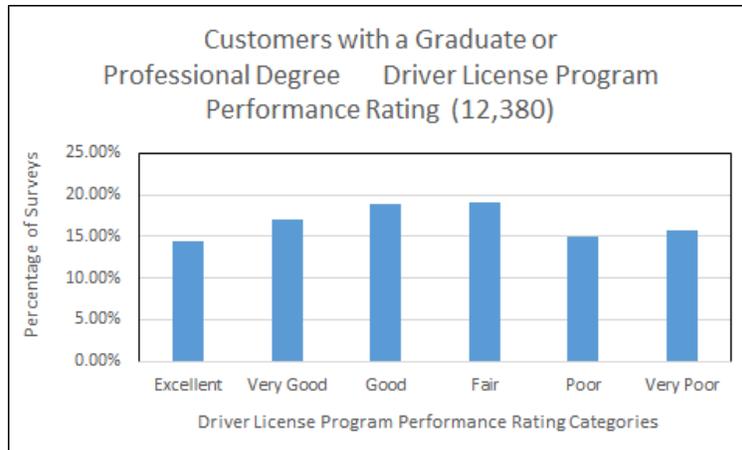


Figure 3.73 Driver License Program Performance Rating for Individuals with a Graduate or Professional Degree*
 *Medical Doctor, Lawyer etc.

Figures 3.60 through 3.73 are consistent with other analyses shown in this section regarding wait time rating and Driver License Program performance rating. Though a customer may rate wait time ‘Poor’ or ‘Very Poor’, this is apparently not the only factor that is used to evaluate overall Driver License Program performance rating. Other factors are taken into consideration by the customer, such as the processing time, DLO customer service (including the friendliness and knowledge of LPS employees), and acknowledgement that DLO employees are often working under difficult circumstances with a heavy work load, among other factors.

Figures 3.60 through 3.66 show that different education levels have a more significant effect on ‘Poor’ or ‘Very Poor’ wait time ratings for higher levels of education, especially four-year college and graduate or professional degrees. However, overall performance rating of the Driver License Program for these same education levels show a shift toward ‘Excellent’, ‘Very Good’, ‘Good’ and ‘Fair’ ratings. This finding suggests that although level of education is confounded with household income level regarding wait time ratings, especially for higher education levels, this does not appear to be the case for overall program performance ratings. These survey demographics are consistent with the TDC finding (TDC 2018b) that higher education levels are also associated with higher income levels.

In terms of impact on overall Driver License Program performance rating, failure to manage customer expectations has a greater impact on performance rating than the actual wait time—customers do not respond well when they do not know when they will be served or how long the wait time will be. Thus, an appointment system that a customer can use to choose a time that fits their schedule will be a very effective tool. An appointment system will give customers control over when their visit to the DLO will occur, and let them know exactly when they can be expected to be served and how long they must wait before service.

3.1.3. Survey Analyses and Results

The following summary provides short descriptions of survey questions and the insight or information that was obtained based on an analysis of the responses.

Q12 The last time you visited a driver license office, how long did you have to wait until you were called to have your paperwork processed?

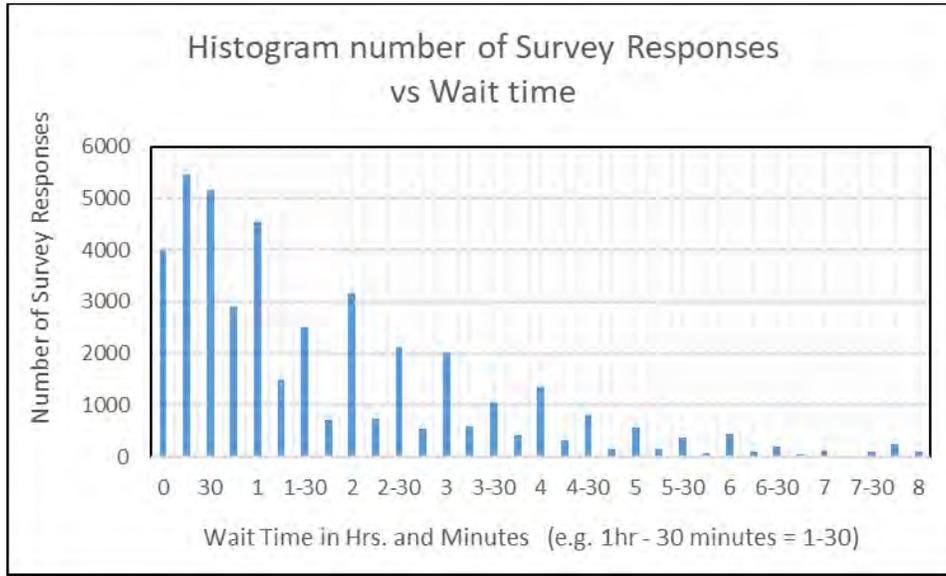


Figure 3.74 Histogram Showing Number of Survey Responses for Wait Times on a 15-minute Interval

Referring to Figure 3.74, the first interval shown as '0' is from 0 to 14 minutes with 3,993 responses. The second interval is from 15 to 29 minutes with 5,449 responses; the third interval is from 30 to 44 minutes with 5,151 responses; the fourth interval is from 45 to 59 minutes with 2,909 responses. The next interval is from 1 hour to 1 hour and 14 minutes with 4,537 responses. This time interval is of particular interest since the responses form a near-perfect normal distribution, as shown in Figure 3.75.



Figure 3.75 Wait Time Ratings for All Survey Respondents Who Reported a Wait Time between 1 Hour and 1 Hour 14 Minutes

The first notable point about Figure 3.75 is that exactly the same wait time resulted in nearly the same number of ‘Very Good’ responses as ‘Very Poor’ responses; approximately as many ‘Good’ as ‘Poor’ responses, and the larger number of rating responses reported as ‘Fair’. This particular time interval is not unique in this regard. In fact, there were ‘Very Poor’ wait time ratings for wait times between 0 and 14 minutes (though few in number) and ‘Very Good’ wait time ratings for wait times that exceeded 3 hours.

Figure 3.76 shows the cumulative distribution of wait time percentages according to wait time intervals of 15 minutes. Thus, the ‘0’ on the x-axis represents a wait time of 0 to 14 minutes and so forth. Approximately 41% of customers reported a wait time of 45 minutes or less. Almost 52% (51.7%) reported a wait time of 1 hour or less (corresponding to the normal distribution graph shown above). Approximately 76.8% of customers reported a wait time of 2 hours 30 minutes or less.

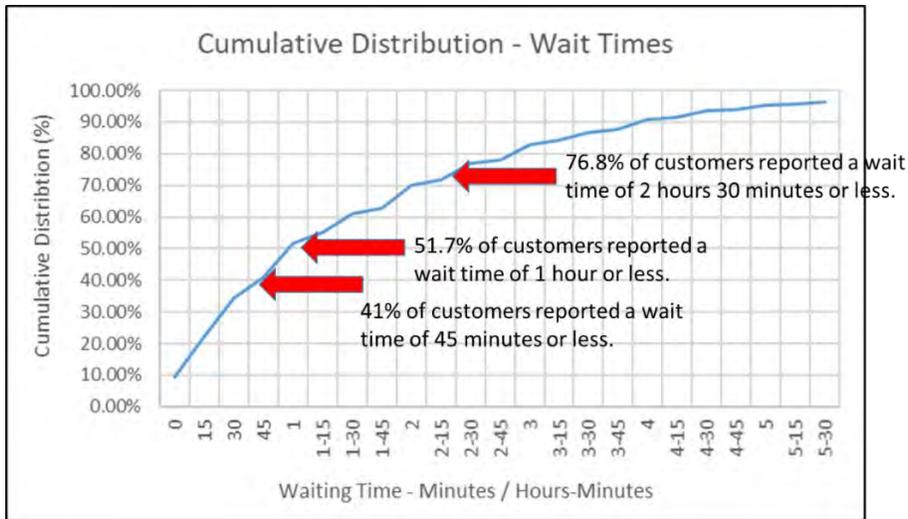


Figure 3.76 Cumulative Distribution of Wait Times – Percentage of Survey Takers Who Experienced a Wait Time Equal to or Less Than the Intersecting Percentage Shown on the ‘Y’ Axis

The cumulative distribution curve for processing times, not shown here, indicated that approximately 70% of survey respondents were processed in 15 minutes or less. The percentage of ‘Very Good’ and ‘Good’ ratings for processing time constitutes 64.8% of all survey responses, while the percentage of ‘Very Good’ and ‘Good’ wait time ratings was 37.3%.

Survey responses for Driver License Program performance ratings are shown in Figure 3.77.



Figure 3.77 Number of Survey Responses for Driver License Program Performance Ratings

The performance rating of the Driver License Program is necessarily based on a customer’s experiences and opinions of the DLOs they have visited. Thus, the DLO

management and operation, wait times, processing times, customer service, employee friendliness and knowledge, whether a customer had to wait outside the building, and other factors are all taken into consideration when arriving at program performance. This was a prior assessment of the study team and was supported by comments from survey takers, who indicated that their only experience of program performance was related to their local experience. A few customer comments about the service they received are provided below. In total, over 11,850 comments were received from survey respondents. A few selected comments regarding program performance are given below for each of the six performance rating choices from 'Excellent' to 'Very Poor'.

Driver License Program performance rating 'Excellent'

"The Driver License office in Longview is well organized. The staff is courteous, knowledgeable, and professional in the performance of their duties. The agent working with me was very thorough in the details of my transaction, and my transaction was completed in a timely manner!!"

Driver License Program performance rating 'Excellent'

"I live in 2 places Deer Park & Fredericksburg Tx. I went to the closest DPS mega center and was told to come back and try the next day, I believe there was close to 300 people already there. When i got back home to Fredericksburg, I went to the DPS center there and was first in line and was out and finished in about 30 minutes. There were probably 4-5 people behind me. I'm sure this is due to small town vs larger city. I would go back there again, great staff, helpful, personable and very knowledgeable!"

Driver License Program performance rating 'Excellent'

"I live in a rural area and very much appreciate DPS keeping our small office open. We are elderly and it is difficult to drive to one of the larger cities. I also appreciate that I have, in the past, been able to renew online."

Driver License Program performance rating 'Excellent'

"I lost my TDL in an airport so I had to go the physical office to renew. I can't remember how I picked the Rosenberg location but I did not understand in advance that there was such a thing as a Mega center. When I saw the line I thought I would be there all day. But no! I was in and out within an hour or so. I was super-impressed by how organized they were and how they had obviously optimized the workflow. Somebody in leadership was actually doing their job! Using DPS for voter roles and registration is a nasty bit of partisan politics. If ever given a chance I will vote for automatic voter registration. I will certainly ask for support of automatic registration from my state legislative representatives."

Driver License Program performance rating 'Very Good'

"I like the idea of being able to request an appointment to arrive; I wish this was available at more than just the mega centers. It was my first time visiting a mega center, I was pleased with the amount of time the process took. I got concerned that my number got skipped

because the numbers started getting called out of order for some reason, but everything worked itself out without having to speak to anyone.”

Driver License Program performance rating ‘Very Good’

I live in Houston where several DPS offices have been closed and the ones that are left are overwhelmed all of the time. I went to Rockport/Aransas Pass because there is normally no wait time. The day I was there, the national system that DPS checks for outstanding warrants was down for several hours. I left and when I returned the system was back up and the DPS employees were handling the small backlog with alacrity. Even having to go twice, it was a much better experience than the overcrowded Houston sites, where the staff has always been polite but is harried and visibly exhausted by end of day.

Driver License Program performance rating ‘Very Good’

“I live in Dallas. I visited a mega-center near my home in Garland. Line was wrapped around building. Chuckled, drove off and headed 30 miles to Terrell location. Lickety split easy. Took all of 15 minutes to for my new picture to be taken etcetera. I do not have to renew license until birthday 2024. If a picture is needed, I will drive to a small town DPS license renewal location. I requested a new license on-line a few weeks ago because I lost mine. I now have my replacement DL. I didn’t lose the previous, I misplaced it. I found it and have destroyed it.”

Driver License Program performance rating ‘Very Good’

“I logged into Get in Line Online early in the morning and was able to get a slot at a Mega Center far (30-40 min drive) from my home. Previous days my attempts were unsuccessful, so I took the appointment. Once I arrived and checked in at the kiosk my renewal was processed in about one half hour. Probably would have been quicker, but I was unsure which line to be in. A staff member asked me why I was there and I showed him my check-in information. He immediately showed me to a line. Said I could have joined that line when I arrived, but that was unclear to me. I appreciate his assistance.”

Driver License Program performance rating ‘Good’

“I had to renew in person the last time due to my age, I guess as the system would not let me renew on line again. Several months prior to go for my renewal, I had cataract removed from one eye. I tried to pass the vision but couldn't do so with one eye still needing the cataract removed. I was given several chances to pass and almost could but not quite. They gave me a 90 day extension and that gave me time to get the other eye done and then I passed the vision test with flying colors. So, my first visit to the mega center in Rosenberg was quick because I signed up on my phone and got a short wait time, then failed the vision test and came back during the extension period and went straight in on a re-do and passed the vision test and got my temporary license and shortly later received my new license in the mail.”

Driver License Program performance rating ‘Good’

“I live in Irving, TX. We are a city of 250,000 people, but yet they closed our office and I had to drive 15 miles to Carrollton, who has 2 offices and about 150,000 people. Lewisville has 1 office that even has less people than Carrollton. There is NO reason why Irving,

which is the center of the Metroplex, does not have an office to go to. It's ludicrous we don't have an office since we have more people than Carrollton who has two and Lewisville has 1 and they have even less people than Carrollton. We would like to have our own office."

Driver License Program performance rating 'Good'

"I made an appointment online at a Mega Center in Mesquite as I could get a time convenient for me! I still waited nearly an hour. I brought the documents listed online and had no problem getting everything approved. If people choose to stand in long lines outside rather than make an appointment, which is their choice. I think more appointments should be available and honored. If an appointment doesn't show, then the clerk can help a waiting customer with no appointment. Maybe schedule 50% of employees to handle appointments and 50% to handle walk-ins! Also make PSAs about appointment availability so more know about them and make it easier to renew online. I have had a TX license over 60 years!"

Driver License Program performance rating 'Good'

"I misunderstood the document requirements that came in the mail, so when I was finally able to hand in my paperwork (after waiting 3.5 hours), I was told I needed a birth certificate. The employee and the person he was training explained the new gold star system. I left and went home to get my birth certificate. When I returned, the DPS employee saw me standing in line and got up from his station and had me come over to his desk and proceeded to take care of the renewal process. I was very grateful for his kind attention and professionalism. Therefore, my second visit to the DPS office that day was very brief and I was very grateful."

Driver License Program performance rating 'Fair'

"I made the appointment to take my skills test online, but the earliest available test dates were weeks in the future, which was inconvenient. Other than that, the process went smoothly, though I will say that I had to take the written test twice and there were many questions on the first version that I took which asked questions like how much the fine for underage drinking was, how long the surcharge for having a DUI lasted, and other questions about administrative issues that are not relevant to actual driving. I had studied the entire driver's handbook, but never imagined that I needed to memorize the amounts of fines and the lengths of time for various sanctions. It still strikes me as a less than productive use of a prospective driver's time."

Driver License Program performance rating 'Fair'

"I had to make 3 attempts to get my license renewed - I tried multiple days to get checked in online and there were never any spots. Then I tried to drive an hour outside of Dallas bc (because) the media had said to go to smaller DPS offices bc (because) the Mega centers were too crowded. But when I arrived there was a line out the door and it was raining and they wouldn't let anyone inside bc (because) there waiting room was full. Then I tried again at a smaller South Dallas office and I got lucky and it was not crowded and was able to get it done in 1 hour. It was quite a process but once I did get to an uncrowded office my experience was a positive one."

Driver License Program performance rating ‘Fair’

“I have visited DPS locations many times in my life. The office I went to in Richardson has since closed down. When I needed to get my address updated I had to go to a Mega Center and experienced every bad experience in this list. I ended up mailing it in, which I had never tried before, but was pleasantly surprised by the success. Because of all this I was 4 months late in getting my address changed.”

Driver License Program performance rating ‘Fair’

“I liked that driver license services are much improved. More space, personnel was always a factor that DPS seemed to struggle with in the past. I struggled signing in at the self-service kiosk, but was assisted by a young man who greets you as you enter the building. Although services have improved considerably, I still feel that the waiting time can be improved. The region I live in requires more services as the population is more Spanish speaking and level of education is lower which mandates that staff spend more time explaining and reviewing documents, etc.”

Driver License Program performance rating ‘Fair’

“I live in Lewisville, went to the DPS there. Unbelievable there was at least a five or more hour wait. So I was told to go to Roanoke, it was about a 3 hour wait there. Had to go back a second time, cause my naturalization papers was missing a code. Came from Minnesota where the wait is maybe half an hour to an hour at the most. Was so surprised it took so long here.”

Driver License Program performance rating ‘Poor’

“I had to bring my young children with me and was very annoyed about the policy of no food or drink in the waiting area of the Mega Center on Galveston road in Houston.”

Driver License Program performance rating ‘Poor’

“I have been on 2 separate occasions to renew my license and to obtain my son's initial permit to drive. Both times, I had to wait a long time. I thought I learned my lesson, when I went to obtain my son's permit, we arrived an hour and a half before the mega center in Fort Worth opened. We were 4th in line waiting outside to get into the building. Once the doors opened and signed in at the kiosk, we still had to wait 45minutes to get the permit. It was ridiculous. I'm not sure what the problem is with the time management at the DPS offices. I noticed on both occasions, there were desks/computers open, but not enough staff. Even with online check in, you have to wait extremely long time to be seen. Should not have to wait more than an hour to renew a license, get a permit, etc. Ya'll need additional offices/buildings and staff.”

Driver License Program performance rating ‘Poor’

“I live about 3 blocks from the driver's license location in my city. I had to drive 20 minutes to another town in order to get my license renewed because the lines in my home city were very long, every day of the week due to the closings of other locations in other towns. Our location used to be quick and easily accessible but the secret got out and now everyone is coming from towns all over the county to ours. New locations need to be opened and the

driver license should be handed to you within 15 minutes. I am a former resident of PA, 40 years ago they had a system that took your picture and printed your license within 10 minutes! Texas can do better and should!"

Driver License Program performance rating 'Poor'

"I live about 40 miles one way from the nearest DPS Office. The first day I went I took my hospital birth certificate and was told I had to have an original birth certificate. The second day I went I was told that the birth certificate I took appeared to be an original but it did not have a stamped seal on it. I was told I needed to go to the court house and pay \$23.00 for a vital statistics birth certificate so I had to do that. The third day I went back and weighed in line again this time things went well and the person that waited on me apologized for the trouble I had but said it was because of new federal regulations. It took me three days 240 miles and \$23.00 plus the cost of the license so at the time I was not a happy camper. The only thing on the certificate that I paid \$23.00 for was me fathers name and date of birth my mother's name and date of birth my name and date of birth and the county I was born in and that's all what a rip-off. I have had a driver license for 57 years and this time was harder that the first time. They need to tell you all this before telling you that you need to come in. The only thing that makes me feel like it was worth it is maybe illegals and the dead want be able to Vote. I have said my peace now I feel better."

Driver License Program performance rating 'Very Poor'

"I have teenagers so I have been through this process multiple times in the last few years. IT IS RIDICULOUS and inexcusable how long the wait is and how overworked the employees are. Every time though the staff has been AMAZING, especially given the situation they are working in. They are severely under-staffed but have great attitudes and do the best they can to make it go as quickly as possible. Something needs to be done. To get my license "gold star" compliant I drove 60 minutes to Sherman and still waited 90 minutes but that was better than the 5 HOURS my daughter and I waited in line when she had to get her license changed when she turned 18. There needs to be somewhere that you can call to ask questions. That would avoid a lot of the problems. No one ever answers any of the phone #'s I could find for them. Some of the offices have people that check your paperwork at the door which is extremely helpful. The Garland, Carrollton, and Sherman offices are all well organized and the staff tries to be very helpful and accommodating but they are just in an impossible situation of being ridiculously under-staffed. They work long hours but still have good attitudes. The waits are ridiculous though and something needs to be done to fix it. Either pay them more so they can fill their empty staff positions or open it up to private entities. I'm concerned about private entities doing a good job on verifying the paperwork though. I'd rather the government just fix the existing system. I'm glad they are doing this surgery. It's very much needed. Between learner's permit, getting their license, changing it when they are 18, it is all very difficult to get all of that in after school, even with the mega centers being open late. It is also a lot of times to have to go to the DPS office in a few year period knowing that you are going to wait for hours and hours and hours. Please fix this. The DPS employees are not at fault here. The system is the problem."

Driver License Program performance rating ‘Very Poor’

“I have two teens that have recently started driving. In the last three years, I have visited the DPS office 4 times. Each time the wait has been 4-5 hours long, and the mega centers are under staffed. We left on two occasions and went back the next day because we had to wait outside standing in the sun in July. No shade. They do honor the getting in line online. We still had to wait for hours. The way the DPS is run is disgraceful. I have NOTHING GOOD to say about my experiences there, except that the staff is polite...slow as molasses, but polite.”

Driver License Program performance rating ‘Very Poor’

“I live 2 minutes away from the newest mega center in Carrollton but drove 15 minutes away to go to a smaller facility, which had moved and was supposed to be faster. You cannot make an online appointment for this new facility unless you do it at 7:00 am - I wasn't sure what my afternoon schedule was at that hour of the day! Checking for an appointment at lunchtime doesn't work! I drove over there and there was a line around the building in the heat of the day! Very sad Texas!”

Driver License Program performance rating ‘Very Poor’

“I live in Fort Worth TX. None of the mega centers could book me on line for an in line appointment. I went to the closest Ft Worth office that was not a mega center, and the line was a block long outside, so I drove 40 miles to the small town of Weatherford TX and the office there had a short line outside. There is something drastically wrong with the TX system to renew one's driver's license when you are required to appear in person (I'm 79 and not allowed to renew on line anymore). For elderly people to have to wait in line for over an hour is too stressful. Some consideration/special handling should be given to those that are required to renew in person and are age 70 or older.”

Regarding comments made by these and other individuals, survey respondents were asked the following questions, which further inform the rating given for Driver License Program performance. Figure 3.78 provides ratings of the Texas Driver License Program compared to programs in other states. Approximately 21,011 survey respondents have lived in other states and were able to compare the Texas Driver License Program to these previous experiences.

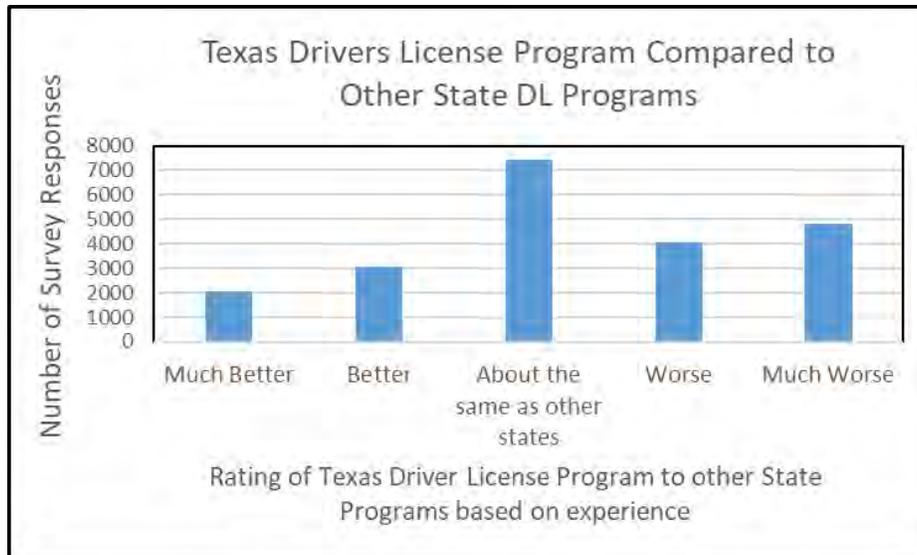


Figure 3.78 Comparison of the Texas Driver License Program to Programs in Other States based on Experience (21,011 responses)

Survey responses and comments indicated that Texans may need to make more than one trip to a DLO to complete a transaction. The most frequent reasons mentioned for a return trip were:

- 1) Over-crowding, particularly at mega centers;
- 2) The customer did not have all documents required to meet the REAL ID compliance program requirements; and
- 3) Inability to ask a question prior to entering a DLO or mega center with a line that stretched outside the building.

Based on responses to Q21 (see Appendix I), it was found that almost exactly 50% of individuals who had to make more than one trip to complete their transaction attributed the need for a repeat trip to a mistake they had made; the remaining 50% attributed the repeat trip to a mistake DPS had made.

Approximately 1,000 survey respondents mentioned problems regarding their birth certificate and that they had not realized that a birth certificate issued by a hospital was not considered acceptable by “DPS”—actually, this requirement is set by the Department of Homeland Security (DHS) REAL ID compliance program. During the course of this survey, several phone calls were received by the study team from individuals who had taken the survey and were born in a U.S. military base hospital either in the U.S. or overseas. These individuals were often very frustrated that the DLO did not accept their military hospital birth certificate as an acceptable document proving their citizenship. The study team contacted DHS to learn if a birth certificate from a U.S. military hospital was considered legitimate for REAL

ID documentation purposes. The following email excerpt summarizes the DHS response.

----- Begin email message -----
Question regarding whether a birth certificate issues by a military hospital in the US or overseas is valid for REAL ID requirements
REAL ID <REALID@HQ.DHS.GOV>
Thu 2/27/2020 10:30 AM
To: Murphy, Michael R
Thank you for contacting the Department of Homeland Security/REAL ID Program Office.
Birth certificates issued by hospitals (military or civilian) are not acceptable. It must be issued by the state in which the birth occurred.
A Consular Report of Birth Abroad (CRBA) issued by the State Department is required for births overseas.
Thank you,
REAL ID Program Office
Department of Homeland Security
----- End of email message -----

Regarding Questions 25 through 27, it was noted that 13.6% of the respondents preferred going to a DLO or mega center in person even if there was a long wait line. Approximately 12.1% preferred going to a DLO or mega center in person even if there were other options (such as renewing online) and 15.5% preferred to conduct business at a DLO or mega center in person because they believe it is more secure that conducting business online. This suggests that 13% to 15% of the Driver License Program customers will visit a DLO or mega center because they prefer doing business in person and/or believe that doing business at the DLO or mega center is more secure.

Following are additional statistics about the number of survey respondents who replied to the options in Q21 through Q23.

Q21 I lose pay if I have to take off work to conduct business at a Driver License Office.

7,629 responses representing 17.1% of the total responses

I must use vacation time to conduct business at a Driver License Office.

8,675 responses representing 19.5% of the total responses

I was told I had to stand outside the DLO building with others even through there were empty chairs in the waiting area.

3,023 responses representing 6.8% of total responses.

I was told I would have to wait outside the DLO building because all of the waiting area chairs were full.

8,640 responses representing 19.4% of total responses

Q23 The DPS employee at the front desk checked my documents for accuracy and completeness.

24,923 responses, representing 56% of total responses

No one at the Driver's License Office answers the telephone when I call.

5,377 responses, representing 12.1% of total responses

Driver License staff stopped serving before closing time though customers were still waiting.

1,902 responses, representing 4.3% of total responses

I was not permitted to bring food or drink into the DPS-office waiting area.

5,499 responses, representing 12.3% of total responses

I was at a DPS Mega Center

11,509 responses, representing 25.8% of responses

I used a sign-in kiosk after I arrived.

21,000 responses, representing 47.1% of total responses

The sign-in kiosk was not working when I arrived.

1,155 responses, representing 2.6% of responses

A DPS employee told me that my birth certificate was not valid and that I was not a resident.

679 responses, representing 1.5%

During meetings with Driver License Division executive leadership, the study team learned that the seating capacity of a DLO office is determined by subtracting the number of DLD employees who work in the office from the maximum building occupancy as determined by Fire Marshals. DLD employees work to ensure that the maximum building occupancy is not exceeded and monitor the number of available waiting room seats to determine when additional customers can be admitted to the building. Some DLO offices or mega centers have capacities that exceed 100 to 300 people. Thus, DLD employees must manage the number of customers inside the DLO by taking head counts and considering that some individuals may have taken a rest room break, leaving empty chairs. This could appear to a customer waiting outside the DLO that there are empty waiting room chairs, though more customers are not be admitted to the building.

Regarding responses to Q23, the study team discussed responses to these questions with DLD executive and mid-level management staff. In addition, the responses to these questions were in some cases further informed by customer comments. It was

learned that DPS staff might close the DLO or mega center doors before closing time if the number of customers waiting inside the building would require an estimated total service time beyond closing time. In fact, during focus group discussions with DLO staff, the study team learned that staff may need to work as late as 7:00 p.m. to service all customers who were waiting inside the DLO even if the doors were closed before normal closing time.

DLD executive staff also indicated that food or drink is not permitted in waiting areas due to the difficulty in retaining reliable janitorial staff contracts for many DLOs and mega centers. DLOs do not have the staff needed to keep the waiting area clean if spills or other debris are left in chairs or on the floor; thus, the 'no food or drink' policy is observed.

A small percentage of customers (1.5%) indicated that a DLO employee had told them their birth certificate was not valid (discussed previously) and that they were not a resident. It should be emphasized that there is a distinct difference between the customer being told they are not a resident (or have not provided sufficient documentation to prove residency) and being told they are not a citizen. Residency documentation includes recent utility bills, lease agreements, rental agreements, and other related documents with the customer name listed; a new resident to Texas might not yet have such documents, according to customer comments. Some customers commented that they needed a Texas ID card to be able to sign a lease contract, but needed the lease contract to obtain an ID card. During focus group discussions with DLO staff, staff indicated that customers who do not present the proper documents to establish residency are not sent away without guidance. The DLO staff suggest other types of documentation customers can obtain to help provide the proper documentation.

Issues regarding the DPS call center were discussed during breakout sessions with DPS Central Office call center employees and during a combined breakout session with DPS and DMV call center staff. DPS receives over 20,000 calls per day, which overwhelms the call center staff. An automated call answering system has been implemented, but call volume still results in longer than expected wait times. The DPS call center operation is recognized as an area needing attention by DPS and DLD executive leadership. Leadership also recognizes that correcting this issue will require significant resources.

Based on responses to Q35, the study team learned that approximately 8,061 survey respondents or approximately 18.1% had brought a friend or family member with them so that they had someone to talk to during their wait or other reasons. Discussions with DLD regional managers further informed the study team that it was not uncommon for a customer to bring from one to five individuals with them, including family members or friends. Often, these individuals were not at the DLO to obtain a driver license or ID card, but were providing companionship, or were

there to celebrate that a teenager was obtaining their learners permit or due to necessity. Comments from survey respondents also pointed out that they had noticed individuals taking up waiting room seats who were not there to conduct business, though there were customers waiting outside the building. If approximately 18% of customers bring at least one, and possibly more, family members or friends who are not at the DLO for business purposes, this suggests that the waiting room capacity would need to be increased to accommodate companions of customers.

It is not feasible that DLO employees can tell a customer that they may not bring family or friends into the waiting area unless they plan to conduct business. Further, during telephone discussions with survey respondents, the study team learned that in cases, the companion has a medical problem and must be attended to by the customer during the DLO visit. During one discussion, a survey respondent was asked by a study team member:

“If you were told that your spouse could not come into the DLO waiting room with you unless she is also conducting business, what would you do?”

His response was:

“I would have to turn around and leave, because my wife has a medical condition and cannot be left alone.”

Attempting to sort out individuals who are entering the waiting room area as companions, family, or friends of customers, but who are not themselves customers, would add complexity and potential negative public reactions. Thus, as stated a significant percentage of waiting room seating capacity is likely taken by individuals who are not waiting to conduct Driver License Program business. This factor may need to be considered when designing future DLO waiting rooms.

Additional questions and responses were provided that help in evaluating the Driver License Program performance:

Q34 I chose the DLO I visited without reading online reviews or talking to family or friends.

19,516 responses representing 43.8% of the total responses

I read Google, Yelp or Facebook or other online reviews before choosing the DLO I went to. + After reading online reviews, I drove to a DPS Driver License Office in another town instead of the closest Office.

5,615 responses + 4,097 responses = 9,712 responses or 21.8% of the total responses

My Experience was better than the reviews I read.

6,046 responses representing 62.3% of applicable (9,712) responses.

My Experience was worse than the reviews I read.

3,764 responses representing 37.7% of applicable (9,712) responses

I talked to family or friends before choosing the DLO I went to.

10,305 responses representing 23.1% of total responses

My Experience was better than my family or friends advice.

4,719 responses representing 45.8% of total responses.

My Experience was worse than my family or friends advice.

4,170 responses representing 40.5% of the total responses

I wrote a positive online review comment after completing my transaction

819 responses representing (6,046 + 4,719 = 10,765 positive experiences) = 7.6 % of total positive referred experiences

I wrote a negative online review comment after completing my transactions

717 responses representing (3,764 + 4,170 = 7,934 negative experiences) = 9.0% of total negative referred experiences

Thus, of individuals who took the time to seek advice about the DLO they planned to visit, approximately 16.6% had an experience that motivated the person to provide an online review comment after the transaction, with a slightly greater number of negative online comments provided.

The following questions relate to use of the online renewal process. Note that the experiences survey respondents reported having while using a smartphone or PC to use the online renewal process does not necessarily apply to their last Driver License Program transaction. These responses are included to obtain a sense of how many survey respondents have accessed and used the online renewal process over their program experience, which might be several years.

Q22 I was able to find the online renewal web page on the DPS website with no problem

12,619 responses representing 28.3% of the total responses

Q29 I have used the DPS Driver License online website to renew my license using a Smart phone.

9,025 total online uses with a Smart Phone (2,988+1,104+4,933)

Yes, I was able to renew

2,988 responses = 33.0% of total Smart Phone use responses successful

I tried but the website was too difficult to use (with a Smart Phone)

1,104 responses = 12.2% of Smart Phone use responses unsuccessful

I tried but the website said I wasn't eligible to renew

4,933 responses = 54.6%

Q30 I used the DPS Driver License online website to renew my license using a desktop, laptop or tablet PC

25,538 responses (18,574+555+6,409)

Yes, I was able to renew

18,574 responses = 72.7% of responses

I tried but the website was too difficult to use (with a desktop, laptop or tablet PC)

555 responses = 2.1% of total PC use responses

I tried but the website said I wasn't eligible to renew

6,409 responses = 25.09% of responses

Additional information about using the DPS website to obtain information is summarized in the following sections.

Q22 It is difficult to find information on the DPS Driver License Program website

4,149 responses or 9.3% of total responses

It is difficult to understand information provided on the DPS Driver License Program website

4,148 responses or 9.3% of total responses

The DPS website is well designed and easy to use

6,482 responses or 14.6% of total survey responses

When I tried to Google the DPS website, there were other privately owned websites that popped up first which I thought were the DPS website.

4,646 responses or 10.4% of total responses

I tried to "Get in line online" but no appointments were available

8,731 or 19.6% of total responses

I tried to “Get in line online” but the appointment time I was given didn’t fit my schedule.

1,944 responses or 4.3% of total responses

Reviewing this information, about 14.6% of respondents think the DPS website is well designed and easy to use; however, smaller percentages indicated the website was difficult to find (9.3%), difficult to understand (9.3%), or that other, privately owned sites appeared first when an online search was performed (10.4%), which were misleading. It is apparent that only a low percentage of survey respondents find the DPS website easy to use or navigate; further evaluation of the website design and information arrangement is warranted.

An analysis was performed of the three cohorts of data that were obtained for the time periods discussed in a previous section of this analysis. The funding increase and new hires were first implemented in September 2019. Thus, the datasets were maintained in separate Excel workbooks in order to analyze customer responses during the period of January–December 2018, January 2019–September 2019, and October 2019–February 2020.

Figure 3.79 shows that survey respondent ratings of wait times for these three time periods.

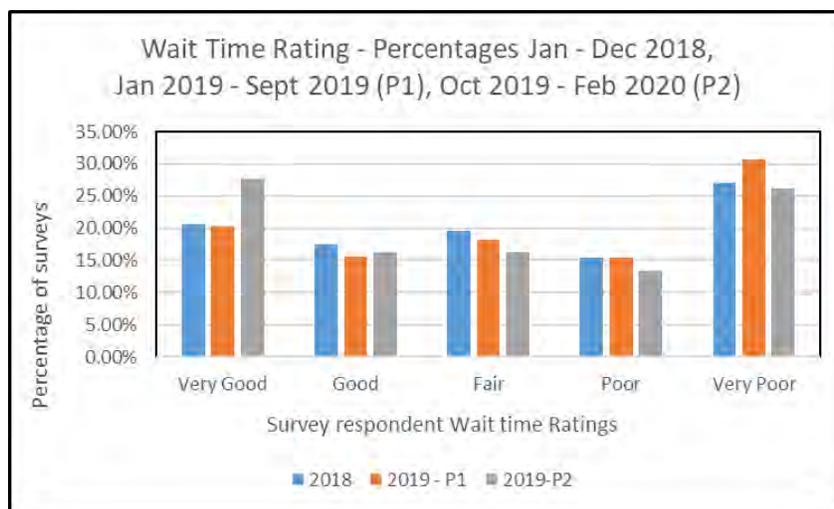


Figure 3.79 Comparison of Wait Time Ratings for the Three Time Periods for This Study including Prior to and After the New Hiring and Salary Increases Authorized in September 2019

It is apparent from the graph that the percentage of ‘Very Good’ customer wait time ratings increased and the percentage of ‘Very Poor’ customer wait time ratings decreased after October 2019. This is taken as an indication that the additional LPSs hired starting in September had a positive impact on customer wait times and customer service at DLOs and mega centers.

A concern raised by the legislature regarding Driver License Program operations and performance is the fact that crowding at urban DLOs and mega centers has resulted in customers standing outside the building. In some cases, long wait times outside the DLO have occurred during hot, cold, or rainy weather, which resulted in customer complaints to DPS and legislators. The following statistics provide a summary of the experiences of customers who reported having to wait outside a DLO or mega center. It is important to note that the survey taker was not asked if they had to wait outside the building during their last visit. Rather, they were asked if they had ever had to wait outside a DLO building, including during all previous visits. Thus, these experiences might have taken place over a period of years, and multiple visits.

Q33 Please check all of the following choices that are true about your wait in line outside the DLO.

21,115 responses for one or more of the following experiences while waiting

The weather was hot

10,284 responses or 48.7%

The weather was cold

4,564 responses or 21.7%

It was raining

3,193 responses or 15.1%

I needed to use the restroom, but I was afraid I'd lose my place in line.

5,741 responses or 27.2%

I got thirsty.

5,491 responses or 26.0%

I got tired.

8,203 responses or 38.8%

I did not know how long I'd be waiting outside the building

12,365 responses or 58.6%

I had a question about my paperwork and documents, but could not ask a question until I got inside the building.

6,311 responses or 29.9%

Figure 3.80 to Figure 3.82 show the Driver License Performance rating percentages for customers who did or did not have to stand outside the DLO or mega center. These graphs show the same information for the three periods discussed in a

previous section. These include the periods of January–December 2018, January–September 2019, and October 2019–February 2020.

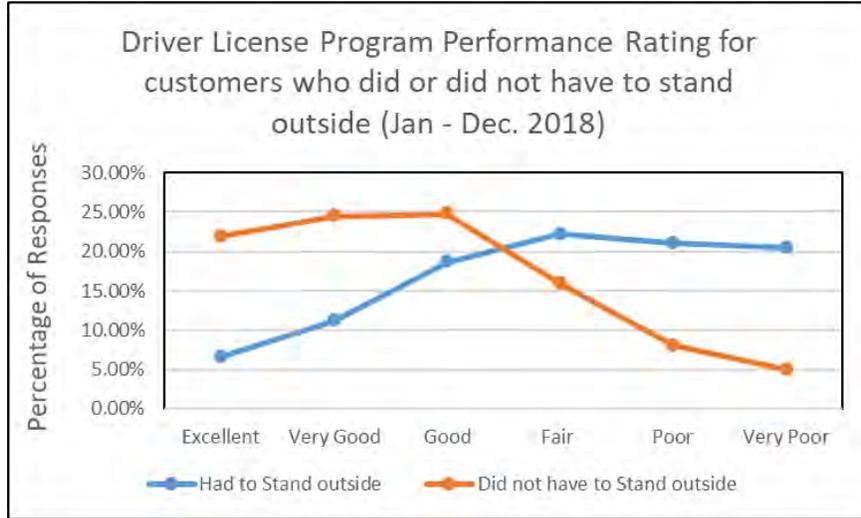


Figure 3.80 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – January to December 2018

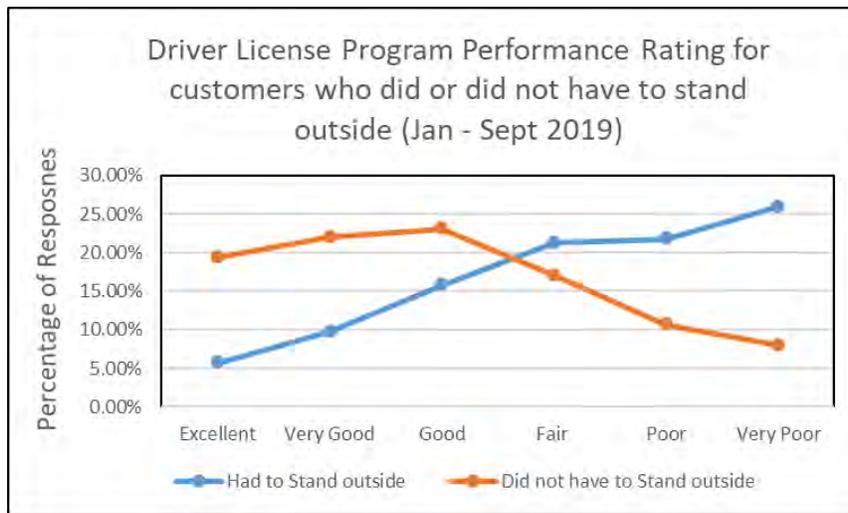


Figure 3.81 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – January to September 2019

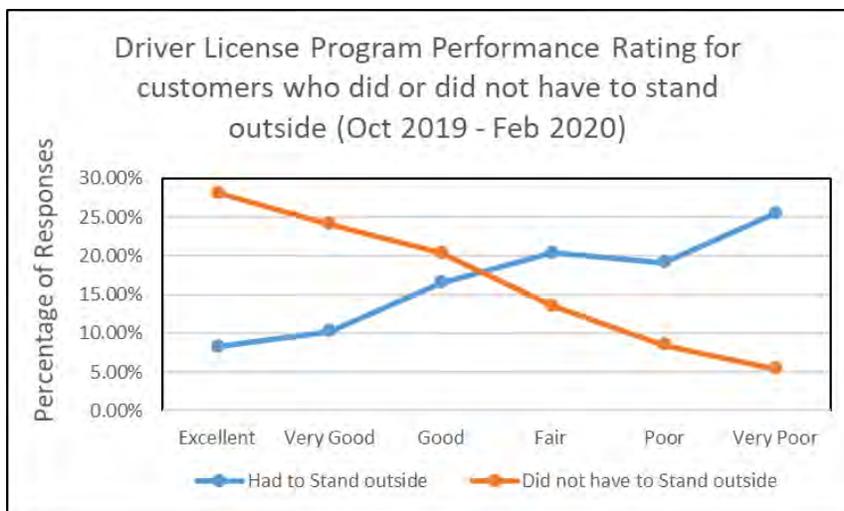


Figure 3.82 Driver License Program Performance Ratings for Customers Who Did or Did Not Have to Stand Outside – October 2019 to February 2020

Figure 3.80 to Figure 3.82 clearly show the impact of a customer having to wait outside a DLO or mega center on the Driver License performance rating. There are perceptible reductions in ‘Excellent’, ‘Very Good’ and ‘Good’ Performance ratings for customers who had to stand outside a DLO, when comparing the graphs from 2018 and January through September 2019. It is apparent that prior to the new hiring and salary increases for LPSs, which helped reduce turnover rates and increase the number of employees serving customers, performance ratings were continuing to decrease.

Further, comparing the ‘Poor’ and ‘Very Poor’ performance ratings for customers who had to stand outside a DLO or mega center for these two graphs, higher percentages of these lowest ratings increased in early 2019. Thus, the increase in funding provided by the legislature, and used by DLD to hire new employees and increase wages, did help stabilize and in fact improve customer perception of program performance over this time period.

When comparing the time periods represented by the graphs, it is apparent that a higher percentage of ‘Excellent’ performance ratings were given for the period October 2019–February 2020, which would be after the new FTE hiring would have been underway and additional LPSs located at DLOs and mega centers. There also a small but perceptible increase in ‘Excellent’ performance ratings even for customers who had to stand outside during the October–February timeframe.

3.1.4. Survey Conclusions

A survey was conducted of Driver License Program customers to obtain their experiences and opinions of the program. A total of 44,544 completed surveys were received from 248 counties. The survey is representative of the urban and rural

populations of Texas, though the age distribution of respondents is not representative of the Texas population. In any case, thousands of survey responses were received for each age group category, except for the less-than-18-years-old category for individuals with learner permits, and the 18–20-year-old category for customers with a learner permit or who have just received their first driver license.

Following are some key observations:

- Customers who experience exactly the same wait time interval might rate the wait time anywhere from ‘Very Good’ to ‘Very Poor’. This is true for wait time intervals as short as 0 to 14 minutes up to wait time intervals of 3 hours to 3 hours 15 minutes; customer wait time ratings varied from ‘Very Good’ to ‘Very Poor’ though the distribution of numbers of responses shifted from a right skewed (higher numbers of ‘Very Good’ ratings) to left skewed (higher numbers of ‘Very Poor’ ratings) as wait times increased.
- Though the current performance measure baseline for transaction time is 45 minutes total (wait time + processing time), survey responses indicated that a wait time interval of 1 hour to 1 hour 15 minutes produced a near normal distribution of wait time ratings. There were approximately as many ‘Very Good’ as ‘Very Poor’ ratings and ‘Good’ as ‘Poor’ ratings; the greatest number of wait time rating responses was ‘Fair’. Thus, further consideration might be given to the actual feasible performance of the Driver License Program based on the number of offices, employees, and other resources.
- Driver License Program ratings are significantly affected depending on whether the customers had to stand outside the DLO.
- Wait time, though important, is not the only factor a customer considers when determining their rating of overall Driver License Program performance. Other factors, such as customer service (including friendly and knowledgeable employees) and an indication of about how long they will have to wait, are more important in determining the overall Performance Rating.
- Over 11,800 customer comments were received and provided a wealth of information on specific aspects of their experiences, which helped identify issues of concern or appreciation.
 - Many comments complimented DLD staff on the help and support provided though working under difficult conditions.
 - Some comments were not as positive toward DLD staff—though the vast majority of survey responses indicated that DLD staff are friendly and knowledgeable.

- o Frustration was expressed with the complex documentation and numbers of documents required to prove citizenship and verify residency associated with the federal REAL ID Compliance Act. However, many customers wrongly fault DLD for these requirements and complain that DPS is not accepting birth certificates and other documents that the customer thinks are valid.
- o The call center was identified as an area of frustration. Customers could not directly call their local DLO, but were instead linked to a call center in Austin. Customers complained that their calls were not answered or they were placed in an endless automated loop.
- o Some customers think mega centers perform extremely well and think more mega centers should be built. However, other customers avoid mega centers and would prefer more, smaller offices in suburban areas of their city or in local towns. Many customers indicated that they traveled to another town or city to conduct driver license business due to the large crowds at mega centers.
- o Overall, median wait time ratings were ‘Poor’, processing time ratings were ‘Good’ and over Driver License Program performance was ‘Fair’. These are median ratings in which 50% of ratings are above and 50% are below the median rating. However, in a Likert scale rating system, it is not possible to calculate a rating that lies in between one of the five or six rating categories provided. Thus, a median rating that lies above ‘Fair’ and just below ‘Good’ is still considered ‘Fair’; there is not a rating between ‘Fair’ and ‘Good’.
- o Based on improvements shown for wait times and program performance after October 2019, it is apparent that the additional funds authorized by the legislature to hire 700 FTEs in LPS positions and increase salaries had a definite, positive effect on customer ratings.

The next section documents other improvements that DLD has made to IT equipment and installation of a new appointment system that are anticipated to further improve customer service. However, due to COVID-19 sheltering and the September 1, 2020, deadline for submission of this study’s final report to the legislature, there is not sufficient time to provide analysis of data or findings for these upgrades.

3.2. DLD Customer Service Enhancements

According to information presented in the previous sections, the primary DLD customer service issues have included failure to achieve wait time performance measures as well as wait lines that extend outside DLO offices or mega centers,

exposing customers to the elements. In addition, the Sunset Advisory Commission Report indicated that DPS had failed to implement new technologies to address customer service.

During the 86th Legislative Session a \$212.4 million appropriation was made to DLD to support hiring 700 additional LPS employees and to increase LPS pay, thereby helping reduce employee turnover rates and funding other improvements. The DLD has taken several actions to improve driver license customer service, as outlined in Table 3.6.

In addition, during a recent interview with DPS executive leadership and a follow-up teleconference with DLD senior management, the study team learned that DLD had implemented an email management system in September 2019. Enterprise Chat Email (ECE – CISCO Systems) is an email management system that is used to route incoming DLD customer emails to individuals in the call center for response. The long-term plan is to further implement ECE to route customer emails to DLO and mega center employees by fall 2020. The idea is that LPS employees cannot effectively answer phone calls due to office customers who require immediate attention—thus interrupting a call. However, since an email can be worked on, put aside if a customer appears, then resumed when time is available, an LPS can work on answering emails, thus increasing customer communications and email response rate. In addition, when answering an email, the DLD employee can take time to research the question and talk with subject matter experts as necessary to provide the most accurate response. This may be difficult to do during a phone conversation. Thus, it is anticipated that the number of emails that receive successful responses will increase in the future.

Table 3.6 Actions Taken by DLD to Improve Customer Service

Action	Action Type	Intended Goal	Scope of Action	Implementation Status / Results
Hire 670 new Driver License & Permit Specialists	Personnel & Staffing	Reduced wait time and control formation of wait lines	Most new hires at large DLOs or megacenters	Approximately 320 new employees hired, Hiring still underway due to COVID-19 impacts
Increase DLPS salaries across the board	Personnel & Staffing	Reduce DLPS turnover rates - increase staffing stability. Attract new employees	Reduce turnover at large DLOs or megacenters	Impact to turnover rates unknown at present due to COVID-19 sheltering and impacts to work schedules
Install customer appointment kiosk system	New IT Technology	Equalize customer volumes and reduce peaks, reduce wait times and control formation of wait lines	Kiosks and appointment ability at all 230 DLOs	Kiosks installed at all DLOs
Upgrade DLPS workstation PCs from Windows 7 to Windows 10	New IT Technology	Reduce workstation PC downtime due to outdated Windows operating system. Improve system reliability	New Windows software upgrades at all 230 DLOs	New Windows software upgrades underway - planned completion August, 2020
Install 1,600 new PC Workstations for DLPS use	New IT Technology	Improve workstation available power for multiple programs and pieces of equipment. Reduce system failures that result in increased customer wait times.	New workstation PCs at all 230 DLOs	New workstation pc installations underway - planned completion August, 2020
Install new Biometric Data systems at each Workstation including signature pads, thumb print pads and DL photo camera and support systems	New IT Technology	Implement new IT technologies that improve data and image capture and data transfer rates	New Biometric Data systems at all 230 DLOs	New Biometric equipment and data systems underway, planned completion August, 2020

Based on an analysis of NEMO-Q queuing system data from 73 large DLOs or mega centers (Section 2.1), the study team found that after the hiring of new LPS employees began, the average transaction times in these locations had reduced by over 14 minutes. Figure 3.79 from the customer experience and opinion survey (Section 3.1.4) shows that customer “Very Good” wait time rating percentages increased after the new hiring began. The graph also shows that the percentage of “Very Poor” wait time ratings percentages increased from January–December 2018 to January–September 2019, but decreased from October 2019 to February 2020.

It is also important to note that DLD customers may rate the exact same wait time quite differently. Figure 3.75 in Section 3.1.4 indicates that for a wait time from 1 hour to 1 hour 15 minutes, as many customers rated this wait time “Very Good” as rated it “Very Poor”, or “Good” or “Poor”. The largest number of customers rated this same wait time “Fair”. The study team found that customers gave ratings from “Very Good” to “Very Poor” for exactly the same processing time or the same wait time over a wide range of values. However, as can be expected, higher percentages of customers gave short processing and wait times higher percentages of “Very Good” or “Good” ratings while longer processing and wait times were given higher percentages of “Poor” or “Very Poor” ratings.

Please refer to Appendix I, Chapter 1, and Chapter 2 for additional detailed information about the customer experience and opinion survey, customer focus group meetings, and breakout sessions.

3.3. CTAC Survey on Three DLD Location Options

In order to make an informed recommendation on whether to keep DLD at DPS, move it to DMV, or create a stand-alone agency, the study team sought the input of CTACs as stakeholders.

CTACs play a crucial role alongside DMV in the provision of VTR services. Additionally, due to SB 1756 (84th Legislature), county tax offices now have the option to issue renewal and duplicate driver licenses, election identification certificates, and personal identification certificates. County offices offering driver license and personal identification certificate services may collect an additional fee per transaction of up to \$5. Currently, 11 CTACs provide driver license services.

In order to obtain CTACs’ perspectives on SB 616’s provisions, the study team developed a short survey to:

- Gather input from CTACs on the three scenarios the study was to assess (whether DLD should stay at DPS, move to DMV, or become a stand-alone agency).

- Identify the benefits, opportunities, challenges, and costs associated with expanding or reducing the role of CTACs inside the driver license program.
- Establish contact with CTACs to provide input on the project.

The survey was distributed, with the assistance of an EWG CTAC member, to 31 CTACs, which resulted in 22 responses. Given the survey's small sample size, these responses cannot be considered representative of all CTACs' opinions across the state. Rather, these responses represent some of the concerns and questions pertaining to the involvement of county tax offices with driver license services. These responses were utilized as part of the criteria analysis that the study team applied in Tasks 6, 7, and 9. This criteria analysis was then used to look at the benefits, opportunities, challenges, and costs of the three options in order to develop the recommendation for the final report. This CTAC survey is provided in Appendix J.

Overall, the main findings from this survey include:

- CTACs should retain the voluntary option to service driver license transactions regardless which of the three options is selected by the legislature.
- CTACs think that counties should be consulted regarding the three options under consideration during the decision process.
- Seventeen of twenty-two CTACs recommended keeping the Driver License Program at DPS, with changes to improve the program in place, or to make DLD a stand-alone agency. One CTAC recommended moving DLD to DMV and four CTACs offered no opinion.

As to where DLD should be located, CTACs shared the following observations. The comments below are summarized and combined for clarity:

- DLD can likely function as a stand-alone agency.
- We should first see whether recent funding and staff improvements at DLD yield better results. Creating another agency is adding bureaucracy at the expense of the taxpayer.
- The primary focus for improving driver license services should be to increase staffing at existing DPS offices.
- Many county tax offices currently do not have the space or staff to offer driver license services.

- It might be easier for county tax offices that do not collect property taxes and/or handle voter registration to offer driver license services.
- County tax offices should not receive an unfunded mandate to offer driver license services.
- DMV is not at a point where it can manage another important service like DLD. Attempting to do so might decrease DMV's support for VTR services. DMV should focus its resources on improving VTR services.

On the potential future roles of CTACs and DMV if DLD moves to DMV, CTACs shared the following observations. The comments below are summarized and combined for clarity:

- If DLD moves to DMV, CTACs should continue to have the option to offer driver license services, rather than be mandated to do so. Any legislation should say “may”, not “shall”.
- County tax offices that offer driver license services can be a convenient one-stop shop for Texans, but smaller county tax offices might struggle more with funding and equipment issues.
- If DLD moves to DMV, driver license services should be offered in a separate location than the county tax office. If county tax offices must offer driver license services, limit these services to only residents of that particular county.
- More thought should be given to whether the \$5 convenience fee to counties is enough to cover necessary facility upgrades and staffing increases.
- Would county tax offices be supplied with separate workstations to offer driver license services? How would employees be trained to handle these new services?
- Small counties might want to only offer driver license services for a few days per week.
- Some counties do not have a DLD office. It would be helpful for elderly residents, in particular, if counties that do not have a DLD office offered driver license services.

3.4. CTAC Survey on VTR Transactions

The objective of this survey was to:

- Understand the county offices' role in conducting VTR transactions

- Obtain the number of VTR transactions (in-person, mail, and online transactions) conducted by county office employees
- Obtain the number of customer phone calls regarding VTR transactions answered by county office employees
- Estimate the average wait time and processing time for VTR transactions in a county office

Similar to the survey in Section 3.3, this survey was also distributed, with the assistance of an EWG CTAC member, to all 254 CTACs. A total of 81 responses were received. Thus, the results of this survey, though of interest, do not represent a statistically valid sample. The CTAC Survey on VTR Transactions is provided in Appendix K.

Observations from these surveys are summarized below:

- In addition to millions of VTR transactions, CTAC office employees answer millions of phone calls from VTR customers annually. Based on the 81 CTACs responses (representing 173 county tax offices), these offices responded to an estimated 2.7 million VTR-related phone calls annually.
- Respondents indicated that CTAC offices do not provide sufficient space to expand in order to offer driver license transactions (31% of respondents) and/or have inadequate staff (31% of respondents) and/or do not think the \$5 transaction fee is sufficient (14.8% of respondents). Approximately 40% of respondents indicated that to their knowledge their county has never discussed performing driver license transactions based on SB 1756.
- Sixteen of the eighty-one CTACs (19.8%) reported receiving complaints from VTR customers directly or through county officials about long wait times, long wait lines, and other issues similar to DLD customer complaints. The frequency of complaints ranged from ‘Rarely – perhaps once every six months’, to ‘More than 3 times per day’.
- Long wait times for VTR transactions at CTAC offices are primarily seasonal and related to:
 - o New car sales season, which also results in used car sales and VTR transactions;
 - o County tax season, may result in longer wait times or lines for VTR customers.

In summary, under DMV, CTACs manage millions of VTR transactions annually, which are performed by county employees. The VTR Program is comparable in

size and complexity to the Driver License Program, though it is conducted through 514 county tax offices with 3,000 employees and DMV regional offices with an additional 146 employees focused on heavy truck VTR transactions. CTACs who the study team interviewed or surveyed suggested that they are stakeholders in the decision about the three options under consideration and would appreciate the opportunity to provide input to the decision.

3.5. Chapter Conclusion

This chapter presents three surveys the study team conducted with DLD customers and CTACs. The objectives of the surveys are introduced and the findings are summarized. In addition, this chapter outlines the ongoing efforts DLD made to improve customer services. These findings inform study analyses and help assess the three options.

Chapter 4. Conclusion and Key Findings

This technical memorandum documents the fact-finding process to gather information to inform the analysis and assess the three options. Chapter 1 presents the customer focus group meeting, breakout sessions, and interviews conducted by the study team; Chapter 2 provides various database and dataset analyses, including NEMO-Q database, DLD HVD, and DMV/county VTR transactions; Chapter 3 discusses the findings from the surveys with customers and CTACs as well as the ongoing DLD customer service enhancements; the conclusion and key findings are summarized in this chapter.

The study team has made tremendous efforts in organizing customer focus group meetings, holding breakout sessions, conducting interviews, and analyzing various databases and surveys.

While detailed findings are provided in each chapter, following are some notable findings presented in this technical memorandum:

- Certain areas within DLD operations need to be improved, such as the website design, long wait times and long wait lines, and the call center response rate.
- NEMO-Q data analyses show that after the additional new FTE hires and salary increases in September 2019, both wait time and transaction time decreased by over 14 minutes on average.
- Results from the customer survey indicate that the additional new FTE hire and salary increases had a definite, positive effect on both overall performance and wait time ratings for the Driver License Program.
- DLD made several ongoing efforts during this study to improve customer service. These include implementation of the Applus appointment system in 236 DLOs and mega centers; installation of 1,600 new PC workstations with Windows 10 software upgrade; and the installation of a new biometric data capture system for obtaining customer photographs, thumbprints, and signatures electronically.
- Regardless of where DLD ultimately resides, certain mission-critical practices and enhancement should be implemented to meet the needs of the growing Texas population.

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Appendix A. Focus Group Participant Demographics with Anonymity

Table A.1 lists the demographics of the focus groups with anonymity.

Table A.1 Focus Group Participant Demographics with Anonymous

Name	Visited DLD	Type of Visit	Gender	Education	Service	Level of Satisfaction	Key Comments	Recruited From
Speaker 1	Within the last 9 months	In-person visit	Female	Some college or associate degree	Driver license services	Dissatisfied	The wait time and how many people there were that needed services was a lot	Nextdoor
Speaker 2	Within the last 3 months	In-person visit	Female	Some college or associate degree	Driver license services	Neither satisfied nor dissatisfied	Too many requirements just to renew my license. Had to wait hours then be told to come back and wait hours again.	Facebook Post
Speaker 3	Within the last 3 months	In-person visit. Website	Female	Some college or associate degree	Driver license services	Neither satisfied nor dissatisfied	The wait time was very long despite a previous appointment. Employees seem unhappy.	Texas Today
Speaker 4	Within the last 6 months	In-person visit. Website	Female	Graduate degree	Driver license services	Dissatisfied	While the workers were nice, the system was discouraging and way too long. I came prepared with all my paperwork, but it took over three hours for me to be served. I found the display especially frustrating. There was no explanation of what the letters in front of the numbers meant and why some would advance when one's own did not. That's a frustrating and debilitating process. I tried to schedule an appointment online and that didn't work. It was my impression that the DLD is trying to make progress, but the new system did not work for me. Also, I should not have to go the direct opposite end of town to get to a service center that is purported to move more efficiently.	Nextdoor
Speaker 5	Within the last 6 months	In-person visit	Male	4-year college or bachelor's degree	Driver license services	Neither satisfied nor dissatisfied	Wait time and efficiency needs to be improved	Flyer
Speaker 6	Within the last 3 months	Over the phone. In-person visit. Website	Male	Graduate degree	Driver license services	Satisfied	The people here are nice and really helpful but the time to wait take some time	Texas Today
Speaker 7	Within the last 3 months	In-person visit	Female	Graduate degree	Driver license services	Very dissatisfied	DL worker was condescending. He did not want me to ask questions. There were things I did not understand and the result was not to my satisfaction.	Facebook Post

Name	Visited DLD	Type of Visit	Gender	Education	Service	Level of Satisfaction	Key Comments	Recruited From
Speaker 8	Within the last 6 months	In-person visit	Male	4-year college or bachelor's degree	Driver license services	Satisfied	Staff were courteous BUT very long waits. Holding numbers that suggest that waiting is the normal.	Facebook Post
Speaker 9	Within the last 9 months	In-person visit	Female	Graduate degree	Texas ID card services	Satisfied	The wait was extremely long. I made two visits in the past year. In November, I was there with my son to get a Texas ID card. In May, I was there with my other son to get his driver's permit. I was not aware that I would need additional proof of my residency to do this. The website should more clearly state what is needed.	Facebook Post
Speaker 10	Within the last 3 months	In-person visit	Male	Some college or associate degree	Driver license services	Dissatisfied	The DPS in my hometown, which I went to over the break, does not fulfill people's needs in a timely manner. I'm dissatisfied with the amount of time that everyone has to spend at the DPS.	Texas Today
Speaker 11	Within the last 6 months	In-person visit	Male	Graduate degree	Driver license services	Dissatisfied	Hectic environment. Announcements that are hard to understand. Not very friendly customer service with a real indifference to customer needs.	Facebook Post
Speaker 12	Within the last 3 months	In-person visit	Female	4-year college or bachelor's degree	Driver license services	Very satisfied	Even though I didn't have an appointment the day I went, I was in and out of the Pflugerville Mega Center in less than an hour, which is much quicker than I was warned it would be.	Flyer
Speaker 13	Within the last 3 months	In-person visit	Male	Some college or associate degree	Driver license services	Very dissatisfied	What use to be a one day deal has turned into a multi-month-long ordeal. If I did not need my driver license I would not have gone back. The only good part is I only have to do this every four years	Facebook Post

Appendix B. Satisfaction Group Exercise Sheet

Figure B.1 and Figure B.2 provide the satisfaction group exercise sheets used in the customer focus group meeting.

Thinking about your most recent visit to the Drivers' License Department, **how satisfied** were you with the _____?

	Not Satisfied	Satisfied
Texas Driver License Division website		
Texas Driver License Division call-in phone system		
Distance to facility location(s) that you visited		
Parking at the location you went to		
Business hours		
Condition of the facility		
Check-in process		
Ticket system – tracking system for waiting customers		
Seating area		
Bathrooms and water fountains		
Assistance navigating the facility		
Service you received from the Driver License Division employee		
Time you waited until you received service		
Time spent receiving service		
Something else? Add it here		

Thinking about your most recent visit to the Drivers' License Department, **to what degree were all of your needs met?**

	Not Met At All	Completely Met
Overall degree that your needs were met		

Figure B.1 Screenshot of Satisfaction Group Exercise Sheet 1

How important is the _____ when you make decisions about your next visit to a Texas Driver License Division?

	Not Important	Important
Texas Driver License Division website		
Texas Driver License Division call-in phone system		
Distance to facility location(s) that you visit		
Parking at the location you that you visit		
Business hours		
Condition of the facility		
Check-in process		
Ticket system – tracking system for waiting customers		
Seating area		
Bathrooms and water fountains		
Assistance navigating the facility		
Service you received from the Driver License Division employee		
Time you wait until you receive service		
Time you spend receiving service		
Something else? Add it here		

How important is it you, where the driver license division is located?

	Not Important	Important
Department of Public Safety (currently), Department of Motor Vehicles, its own Department		

Figure B.2 Screenshot of Satisfaction Group Exercise Sheet 2

Appendix C. Focus Group Discussion Guide

Appendix C presents the detailed focus group guide, which was used to conduct the focus group meetings.

Time to Complete Rating Sheet (2 minutes)

Before we get the conversation started, here is a rating sheet to get you think about, how satisfied, you were with different aspects of your recent experience with the Driver License Division. Please take a few minutes to fill this sheet out.

Review Screener (2 minutes)

Good evening everyone. Thank you for participating in this statewide study commissioned by the Texas State Legislature to improve the experiences of Texans who use Driver License Division services, like you.

Before we begin, we want to make sure that everyone who is participating in this focus group meets the following criteria. You are at least 18 years old. You are fluent in English. You have interacted with the Texas Driver License Division within the last nine months. If any of these statements are not true for you, please let me know now. (Allow screening errors to leave the focus group).

Review Confidentiality (3 minutes)

During these focus groups, we will discuss your recent experiences with the Driver License Division to better understand how we can improve their services. At this time, I want to remind you that your participation in this focus group is voluntary and that you may stop participating in the focus group, at any time, without penalty. At the end of the session, we will provide each participant with \$40 to “thank you” for your time and help with this important study. Please turn off and refrain from using your cell phones during this discussion, unless there is something important you need to stay abreast of, e.g., an emergency situation or someone who is dependent on you.

I want to let you know that this conversation is being audio-recorded, so that we can transcribe and analyze the discussion content at a later time. Your identities will not be affiliated with your responses. We expect minimal risk to you for participating in this study. However, we ask that all participants keep these discussions confidential, meaning that whatever we discuss during this focus group is not discussed outside of this focus group. We have a few researchers viewing this discussion. (You can wave at them if you want). Researchers in this study will keep your identities confidential in order to protect your privacy. If you would like to use a name different from the one on your name card, we have blank cards here.

Introduction to Focus Group Guidelines (3 minutes)

My name is Kara Takasaki, and I am here to help facilitate the discussion. We want to understand the full range of experiences that people have had with the Driver License Division. To that end, we ask that everyone participate and also if you have been participating a lot, to allow others the opportunity to speak. We expect that people will have different experiences and opinions and we want to remind you that there are no “right” or “wrong” answers in this focus group. Whenever possible, please avoid discussing the general population and instead, describe the individual experiences that you, have had with the Driver License Division. We have prepared a set of questions to help guide the discussion. I will step in to help you remember guidelines as needed and to keep us on track for the 90-minute session.

Introduction of Focus Group Participants (3 minutes)

Before we get started, let’s go around the table and introduce ourselves. Tell us what name you’d like to use for this focus group, your favorite product in a grocery store, very briefly what you do, and what location you went to for your driver license services.

Activity of Ranking Items by Satisfaction (15 minutes)

Now that we’re all on the same page, we’re going to do an activity on the wall: ranking these items from least satisfied at the top to most satisfied at the bottom. We can also add new items to the wall if we think of other important items of satisfaction.

Other Outcome Probes:

- Overall satisfaction or dissatisfaction with service items (severity of dissatisfaction)
- Examples to qualify poor, satisfactory, good experiences
- How likely would you be to refer a friend to this location, recommend which service? Why?
- What are examples of excellent service that you’ve received at other businesses?

Discussion of Satisfaction with Rating Items

Website (5 minutes)

If you can think back to your most recent experience with the Driver License Division. Please raise your hand if you used the Driver License Division website in relation to your last visit to the Driver License Division (count aloud for audio recording).

- a. For those of you who did use the website, how did that go for you? (what was the website like, how was your experience with it, why did you use the website, how did you find it, was it easy to find, was it easy to use, did you like using it, did you not like using it, were you surprised by any part of the website, why)
- b. For those of you who didn't use the website, why didn't you use the website?

Phone Service (5 minutes)

Thank you for your responses. Now if you can think back to your most recent experience with the Driver License Division. Please raise your hand if you called in by phone to the Driver License Division in relation to your last visit to the Driver License Division (count aloud for audio recording). (5 minutes)

- a. For those of you who did call in, how did that go for you? (what were you calling about, what was the conversation like, how was your experience with the phone call, why did you use the phone to contact the division, how did you find the number, was it easy to find, was it easy to get the information you needed, did you have any problems getting the information you needed, were you surprised by any part of the experience, why)
- b. For those of you who didn't call in to the division, why didn't you call in?

Preparation for Visit (5 minutes)

Thank you for your responses. How did you know where to go for the kind of service that you needed from the Driver License Division?

- a. How did you find out the information?
- b. What was the service that you needed?
- c. How did you know what documents you needed for the visit?

Location Choice (6 minutes)

Thank you for your responses. How did you decide which Driver License Division location to go to?

- a. Did you read any reviews online or talk to anyone else for suggestions of where to go?
- b. Had you previously visited the location before?
- c. Did the business hours matter to you?
- d. Was it easy to get to the location?
- e. How did you get there?

- f. How long did it take?
- g. Did you go with other people?

Outside Facility Description (5 minutes)

Thank you for your responses. Now we'll talk about the qualities of the locations themselves. What was the location that you went to?

- a. What were the business hours?
- b. If you drove there, how was the parking?
- c. If you waited outside of the building, what was the waiting area like?

Inside Facility Description (8 minutes)

When you entered the building, how did you figure out what you needed to do first?

- a. Did anyone greet you at the door?
- b. How many of you had to wait before you received the services you needed? (Count aloud for the audio recording).
 - i. How long did you wait?
 - ii. Did you bring or do anything specific to prepare for a long wait at the facility?
 - iii. Is there anything you would bring or do in the future to prepare for a wait?
 - iv. Could you describe the system that was used to track where you were in line?
 - v. For those of you who waited for services, what was the waiting area like? (Describe)
- c. How many of you used the bathroom or the water fountains while you were there? (Count aloud for the audio recording).
 - i. what were those facilities like?
- d. When you were assigned to a service station, how did you know where to go?
 - i. Did you have any difficulty finding the station?

Employee Interactions (5 minutes)

When you were at the service station, how was your experience receiving services from the Driver License Division employee?

- a. how long did it take?

- b. What was the conversation like?
- c. Was it easy to get what you needed?
- d. Were there any problems receiving the services you needed?

Driver License Testing (3 minutes)

Please raise your hand if you took a driver's licensing exam at the Driver License Division office (count aloud for audio recording).

- a. For those of you who did take a test there, how did that go for you? (where were you tested, how was the testing area where you took the exam, did you have to wait a long time in order to take the exam, did the staff know how to help you)

Texas ID Card Services (3 minutes)

Please raise your hand if you went to the Driver License Division for ID card services (count aloud for audio recording).

- a. How did that go for you?

After Effects (if any 2 minutes)

What did you do after visiting the driver license division?

- a. Were there any effects for the rest of your day after visiting the driver license division?

Break and Importance Rating Sheet (5 minutes)

We've completed the first portion of the focus group discussing your satisfaction, with different aspects of your Driver License Division experience. Before we move into the second part of the focus group, here is a rating sheet to get your thinking about how important, these different aspects are to you in regard to future visits to a Driver License Division facility. I'm going to step out for a moment. Please take 5 minutes to fill this sheet out.

(Step out to discuss with observers).

Activity of Ranking Items by Importance on Wall (15 minutes)

Based on our previous discussion and activity with satisfaction. Let's look at our rating sheets and talk about how important each aspect of service is to you. Now the left side of the wall is the least important and the right side of the wall is the most important.

In the top right corner, we have narrowed down the aspects of the Driver License Division that have been the least satisfying to you and are also the most important

to your decisions about the Driver License Division that you will visit the next time that you need their services.

Given 100 credits that represent funds you can use toward improving Driver License Division services, how would you allocate these credits toward improving the items in the top right corner?

Discussion of the Importance of Performance Analysis (10 minutes)

Suggestions for DLD Service Improvement (5 minutes)

1. Now that we've heard about your experiences with the Driver License Division, is there anything that we didn't ask you about that is important to you about your experience with the Driver License Division?

a. Do you have any ideas about how the Driver License Division could improve its services for customers like you?

- Open discussion: add items to ranking of importance on wall
- Safety, officers, people waiting inside outside, using phone
- Translator, seniors, sex offenders

2. What do you think about online renewals for your driver license?

a. did you know about it?

b. did you have problems with it?

c. would you prefer/not prefer online renewals to the current system? Why?

Review Three DLD Location Options (7 minutes)

Thank you for your ideas. One question that the Texas State Legislature wanted to explore would be moving the Driver License Division to a different state department. Currently, the Driver License Division is housed in the Department of Public Safety. The options that the legislature is considering include keeping the Driver License Division in the Department of Public Safety, moving the Driver License Division to the Department of Motor Vehicles, or having the Driver License Division become a stand-alone agency.

Given that all of these options have their costs and benefits, what do you think the Texas State Legislature should do, and why do you think that?

What would be the benefits of moving the Driver License Division to DMV?

Do you foresee any problems from moving the Driver License Division to DMV?

Is it more important to improve current services or to move the division to a different state agency?

Concluding Comments (last 5 minutes)

That concludes the questions that we have prepared for this evening's focus group. Is there anything that we haven't asked about in regard to your recent experiences

with the Driver License Division that you think we should have asked you about or that we should ask other people about in the future?

Thank you for your time and help in this focus group. This information will go on to inform the decisions of the Texas State Legislature towards improving the experiences of Texas citizens when they interact with the Driver License Division. Please be patient while I pass out your “thank you” compensation to everyone and have a safe drive home.

Appendix D. List of Attendees and Questions for the Breakout Session on DLD Management, Operations, and Performance Measures

Date and time: Thursday, May 7, 2020. 11:30 a.m. to 2:00 p.m.

Method: WebEx

Moderator (2):

Michael Murphy	CTR Deputy Director
Sherri Greenberg	Professor of LBJ School of Public Affairs – UT/CTR

Attendees (12):

Amanda Arriaga	DPS Chief of Staff
Sheri Gipson	DPS DLD Chief
Mimzie Dennis	DPS DLD Deputy Chief
Bridget Barksdale	DPS Study POC
Whitney Brewster	DMV Director
Shelly Mellott	DMV Deputy Director
Jeremiah Kuntz	DMV Director of Vehicle Titles and Registration
Tim Thompson	DMV Deputy Director of Vehicle Titles and Registration Division
Ginny Booton	DMV Director of Consumer Relations Division
Darren Hazlett	CTR Research Fellow
Lisa Loftus-Otway	CTR Attorney and Research Scientist
Zhe Han	CTR Research Associate

Questions that were discussed during the breakout session:

Question 1: Unconstrained by current performance measures, how should we think about performance when evaluating the Driver License Program?

Question 2: How should we think about performance when evaluating customer service provided by a state agency?

Question 3: What are the most important factors to measure when evaluating Driver License Program performance?

Question 4: What factors, if any, constrain improving Driver License Program customer service?

Question 5: If the Driver License Division remains in DPS what are the opportunities and challenges for management and operations?

Question 6: If the Driver License Division merges with DMV what are the opportunities and challenges for management and operations?

Question 7: If the Driver License Division becomes a stand-alone agency what are the opportunities and challenges for management and operations?

Appendix E. List of Attendees and Questions for the Breakout Session on REAL ID Compliance and Security

Date and time: Friday, May 8, 2020. 8:30 a.m. to 10:00 a.m.

Method: WebEx

Moderator (1):

Carolina Baumanis Research Engineering/Scientist Associate – UT/CTR

Attendees (9):

Bridget Barksdale Study Manager, Study POC – DLD

Eugene Coyne Project Manager – DLD

Rebekah Hibbs Senior Manager – DLD

Frances Gomez Senior Manager – DLD

Lisa Daughtry Senior Manager – DLD

Michael R. Murphy Deputy Director of CTR

Randy B. Machemehl Senior Professor – UT/CTR

Meredith Brown Graduate Research Assistant – UT/CTR

Michelle Surka Graduate Research Assistant – UT/CTR

Questions that were discussed during the breakout session:

Question 1. REAL ID Act Sections 202(c) mandates certain minimum standards that States must adopt when issuing REAL ID-compliant cards. Has the State of Texas adopted any standards above and beyond the minimum federal required standards? Are there any standards left up to the Texas’ discretion? If so, what are some examples of those standards?

Question 2. How is the knowledge of the REAL ID compliance requirements confirmed at all levels of DLD management? Do you have any thoughts on the way State and Homeland Security compliance requirements are communicated within the DLD?

Question 3. How are REAL ID compliance requirements communicated down the chain of command to the frontlines of DPS employees interacting with the customers? Some customers may be frustrated about requirements that they believe are DPS-DLD requirements. For example, persons who have held a driver license for 40 or more years as a Texas resident have asked why DPS is requiring them to prove they live in Texas—they’ve had a Texas driver license for 40 or 50 years! Thus, people quite often do not understand why this additional proof of lawful residency is being required now.

Question 4. How many databases are used to confirm an individual’s identity? Does Texas use EVVE, NAPHSIS, or other national databases besides SAVE? Has Texas established secure procedures for using third party databases? How would a transfer of duties affect things? Is DLD concerned about any ransomware attack on outdated servers like that suffered by 20 local governments in August 2019? Has DPS taken steps to defend against this? Does the DLD feel confident in the multiple levels of security features used to prevent and detect license/ID card fraud? Are there any concerns about the photographic verification process currently?

Question 5. According to Homeland Security, “Electronic pre-submission of source documents can help streamline the REAL ID application process by: 1) ensuring that an applicant has the correct information and, 2) allowing a state to electronically retain that information prior to the applicant’s in-person visit. This can have a direct impact on reducing overall applicant wait times and improving customer satisfaction.” What are the advantages and disadvantages to having a law enforcement agency implement electronic pre-submission of source documents? Do you have any other ideas or input on technologies that could assist states and their residents in the digital submission, receipt, and authentication of documents and information applicants must provide when applying for a REAL ID compliant driver license or identification card?

Question 6. Survey results show that the most common reason for a transaction taking a customer more than one trip is not having the proper documentation. Results are split 50/50 in terms of being “my fault” and “DPS’s fault”. People have also stated that they verified their documents using DPS’s online checklist and were told they did not have the proper documentation in person. What are best practices for ensuring that Texans arrive to DLOs with proper documentation to complete their transaction?

Question 7. Homeland Security highlights, “Following a natural disaster, for reasons beyond a person's control, documents necessary to establish identity and lawful status may no longer be readily available or obtainable. In such cases, states may need to rely on alternate documents to establish a person’s identity or U.S. citizenship.” Does DLD allow alternate documents to establish identity or U.S. citizenship when applying for a REAL ID? If so, how does DLD decide what types of alternate documents are allowed? Does DLD have systems already in place to confirm the validity of these alternate documents? For example, law enforcement officers have pointed out that individuals can obtain a valid birth certificate by mail using falsified documents.

Question 8. In some cases, a US citizen may not have a “valid” birth certificate. Examples of this type of situation are:

- Individuals born on a US military installation

- Individuals born overseas
- Individuals with a birth certificate that only states ‘Smith – boy’ or ‘Jones – girl’ and does not have their actual name on the certificate.

In these cases, the DLO employees will help the person think of other ways to validate their U.S. citizenship other types of documents.

What are best practices to ensure US citizens without a valid birth certificate are aware that they will need to bring alternate proof of citizenship to a DLO?

Does DPS publish these alternate forms of acceptable proof of citizenship?

Questions 9. Customers have also noted “loopholes” and/or inconsistencies in the requirements for proving their identification to obtain a REAL ID. Are inconsistencies in acceptable proof of citizenship between DPS and Homeland Security a concern? How are inconsistencies addressed?

For example:

Survey takers have pointed out that proving citizenship for a US passport is much easier than for a REAL ID in Texas. For example, a person can use an expired US passport to renew a US passport, but an expired US passport does not meet the Texas REAL ID criteria listed online.

A survey taker commented that a hospital issued birth certificate was not considered acceptable and went to the county office to obtain a copy of his ‘real’ birth certificate—the only ID he needed to show was his ‘non-REAL ID’ driver license.

Question 10. Some people with a standing arrest warrant may try to obtain a driver license in person, putting DLO workers in a difficult position. Employees may stall to get a DPS trooper or local police—but delays can tip off the person, who may run out of the office when they get suspicious. What are ways that encounters with people that have a standing arrest warrant be addressed more effectively?

Question 11. Several LPS employees have expressed concerns about their physical security due to abusive customers. Special concerns have been expressed by some employees about having to walk to their car in a joint-use parking lot with customers. This is due to potential concerns about abuse; especially if work hours extend past sundown. How can employee’s security be addressed more effectively?

Question 12. What are the advantages to DLD remaining in a law enforcement agency? Would these advantages be possible outside of an enforcement agency?

Question 13. What are the disadvantages to DLD remaining in a law enforcement agency? Would these disadvantages be possible outside of an enforcement agency?

Question 14. What are the advantages and disadvantages of the DLD becoming a stand-alone state agency?

Question 15. The COVID-19 sheltering rules likely have resulted in Texans driving with expired driver licenses or holding expired ID Cards. Should Texans and resident or non-resident aliens with expired cards receive priority at DLOs when offices are reopened? Why or why not? How would you suggest implementing priority for persons with expired licenses?

Appendix F. List of Attendees and Questions for the Breakout Session on Customer Service

Session 1:

Date and time: Wednesday, May 13, 2020. 2:00 p.m. to 3:30 p.m.

Method: WebEx

Moderator (1):

Kara Takasaki Graduate Research Assistant - UT/CTR

Attendees (19):

Bridget Barksdale	Study Manager, Study POC - DLD
David Barber	Regional Manager El Paso - DLD
Lori Carlsson	Regional Manager - DLD
Lisa Daughtry	Senior Manager Department of Public Spaces - DLD
Amelia Flores	Regional Manager - DLD
Frances Gomez	Senior Manager - DLD
Tomas Valdez	Regional Manager for Lubbock - DLD
Sarah Balderas	Regional Manager in the Waco RSC - DMV
Fetina Green	Regional Manager in the Dallas RSC - DMV
Deborah Hujar	Contact Center Consumer Relations Division - DMV
Charlotte Kirk	Manager Houston Regional Office - DMV
Belinda Martin	San Antonio Regional Service Center VTR - DMV
Amber Wilson	Manager of the Fort Worth Service Center - DMV
Michael Murphy	CTR Deputy Director
Matt Kammer-Kerwick	Senior Research Scientist - UT/CTR
Lisa Loftus-Otway	Attorney and Research Scientist - CTR
Zhe Han	Research Associate - CTR
Call-in User 1	
Call-in User 2	

Questions that were discussed during the breakout session:

Question 1. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division remains in the Department of Public Safety?

Question 2. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division is moved to the Department of Motor vehicles?

Question 3. What are the current customer service issues that your organization faces?

Question 4. What “best practices” has your organization used to improve customer service?

Question 5. What made past interventions to improve customer service successful or not successful?

Question 6. How the public is made aware when your organization makes improvements to its customer service?

Question 7. What customer service training does your organization provide its customer-facing employees?

Question 8. How does customer service training vary between different office sites within your organization?

Question 9. How could customer service training be improved in your organization?

Question 10. What barriers does your organization face when improving customer service training?

Question 11. What does your organization do to make employees feel like their work is valued?

Question 12. What does your organization do to create an organization that employees want to be a part of?

Question 13. What does your organization do to create a collaborative workplace for employees?

Question 14. What ways do employees have to provide suggestions about how to improve their workplace and their work?

Question 15. How does your organization train customer facing employees to handle unexpected problems at work?

Question 16. What are customer service models that you think DLD could emulate to improve customer service experience?

Question 17. Are there any aspects of DLD’s customer service experience that could be privatized? E.g., security, janitorial service, parking attendant

Question 18. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division becomes a Stand-alone State Agency?

Session 2:

Date and time: Thursday, May 14, 2020. 3:30 p.m. to 5:00 p.m.

Method: WebEx

Moderator (1):

Kara Takasaki Graduate Research Assistant - UT/CTR

Attendees (16):

Bridget Barksdale	Study Manager, Study POC - DLD
Tessa Cuffy	Systems Programmer - DPS
Matthew Ellsworth	Program Supervisor - DLD
Amy Krizan	Garland Mega Center Supervisor - DLD
Lauri Boen	Houston Mega Center (Vet Mem Dr) Supervisor - DLD
Jessica Chewning	Supervisor - DLD
Misty Merrill	Longview Supervisor - DLD
Courtney Juarez	Customer service coordinator Consumer Relations Division - DMV
Veronica Whitaker	Quality Assurance Supervisor Consumer Relations Division - DMV
Cynthia Fagan	Customer service coordinator - DMV
Michael Murphy	Deputy Director - CTR
Matt Kammer-Kerwick	Senior Research Scientist - UT/CTR
Lisa Loftus-Otway	Attorney and Research Scientist - CTR
Darren Hazlett	Research Fellow - CTR
Zhe Han	Research Associate - CTR
Call in User 1	

Questions that were discussed during the breakout session:

Question 1. How does your organization promote an environment that develops good customer service?

Question 2. What ways could your organization improve the work environment to improve good customer service?

Question 3. What about in your experience as managers? How do you and other managers in your organization promote an environment that develops good customer service?

Question 4. How would you describe the management philosophy of your organization?

Question 5. Does your organization use a specific kind of management model?

- Question 6.** Does your organization have any management training programs? What are they like?
- Question 7.** What does your organization do to make employees feel like their work is valued?
- Question 8.** What does your organization do to create an organization that employees want to be a part of?
- Question 9.** What does your organization do to create a collaborative workplace for employees?
- Question 10.** What ways do employees have to provide suggestions about how to improve their workplace and their work?
- Question 11.** How does your organization train customer facing employees to handle unexpected problems at work?
- Question 12.** What are the current customer service issues that your organization faces?
- Question 13.** What “best practices” has your organization used to improve customer service?
- Question 14.** What made past interventions to improve customer service successful or not successful?
- Question 15.** How the public is made aware when your organization makes improvements to its customer service?
- Question 16.** What customer service training does your organization provide its customer-facing employees?
- Question 17.** How does customer service training vary between different office sites within your organization?
- Question 18.** How could customer service training be improved in your organization?
- Question 19.** What barriers does your organization face when improving customer service training?
- Question 20.** What are the advantages and disadvantages for customer service outcomes, if the Driver License Division remains in the Department of Public Safety?
- Question 21.** What are the advantages and disadvantages for customer service outcomes, if the Driver License Division is moved to the Department of Motor vehicles?
- Question 22.** What are the advantages and disadvantages for customer service outcomes, if the Driver License Division becomes a Stand-alone State Agency?

Session 3:

Date and time: Thursday, May 21, 2020. 1:00 p.m. to 2:30 p.m.

Method: WebEx

Moderator (1):

Kara Takasaki Graduate Research Assistant - UT/CTR

Attendees (11):

Bridget Barksdale	Study Manager, Study POC - DLD
Angela King	License permit specialist Kerrville - DLD
Alexandria Letty	License permit specialist - DLD
Joseph Richardson	License permit specialist Houston - DLD
Emory	License permit specialist San Antonio - DLD
Jessica Geter	Customer service representative - DMV
Sarah Alexander	Customer service representative Consumer Relations Division - DMV
Sandra VeraBenson	Customer service representative El Paso - DMV
Michael Murphy	Deputy Director - CTR
Matt Kammer-Kerwick	Senior Research Scientist - UT/CTR
Lisa Loftus-Otway	Attorney and Research Scientist - CTR

Questions that were discussed during the breakout session:

Question 1. How does your organization promote an environment that develops good customer service?

Question 2. What ways could your organization improve the work environment to improve good customer service?

Question 3. What are the current customer service issues that your organization faces?

Question 4. What has your organization done to improve customer service?

Question 5. What made past interventions to improve customer service successful or not successful?

Question 6. How did your organization tell the public about the changes you had made?

Question 7. What customer service training does your organization provide its customer-facing employees?

Question 8. How could customer service training be improved in your organization?

Question 9. What services are the most difficult to process?

Question 10. Describe the last time that you met with a service or situation that you were not prepared for? What happened?

Question 11. What is the most recent job training that you have had?

Question 12. When are you best able to provide good customer service?

Question 13. What do you think would help you to provide better customer service?

Question 14. How does your organization know when to make improvements to customer service?

Question 15. What does your organization do to make employees feel like their work is valued?

Question 16. What does your organization do to create an organization that employees want to be a part of?

Question 17. How does your organization bring employees together to create working relationships?

Question 18. When you have unmet needs at work, how do you give this feedback to your organization?

Question 19. Do you feel like your organization is responsive to employee feedback?

Question 20. Have you ever felt burnout from your work? What happened?

Question 21. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division remains in the Department of Public Safety?

Question 22. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division is moved to the Department of Motor vehicles?

Question 23. What are the advantages and disadvantages for customer service outcomes, if the Driver License Division becomes a Stand-alone State Agency?

Question 24. Does your organization have any management training programs? What are they like?

Appendix G. List of Attendees and Questions for the Breakout Session on General IT Issue

Session 1:

Date and time: Tuesday, May 12, 2020. 11:30 a.m. to 1:00 p.m.

Method: WebEx

Moderator (1):

Zhe Han Research Associate – CTR

Attendees (13):

Bridget Barksdale	Study Manager, Study POC
Shelly Mellott	DMV Deputy Director
Wendy Barron	DMV Deputy Chief Information Officer
Angel Cruz	DMV Chief of Information Security
Larry Gaddes	Williamson County – Tax Assessor-Collector
Shay Luedeke	Bell County – Tax Assessor-Collector
Justin Carothers	Coryell County – Tax Assessor-Collector
Adam Ward	Bell County – IT Director
Valladares Tiffany	Denton County – Application Support Technician
Michael Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Fellow
Srijith Balakrishnan	CTR Graduate Research Assistant
Shidong Pan	CTR Graduate Research Assistant

Questions that were discussed during the breakout session:

Question 1. [Updating software and hardware] During DLD employee workshop, comments were made several times:

- Outdated computer equipment causes slow transactions and delays.
- Too many USBs connected to our computers—each one is for a different purpose and draws power from the system.
- Outdated software running—Computer memory overloaded, not enough CPU power.
- Slow or outdated software can lead to a breach or crash.

Question 1.1: How is IT support provided to field office personnel when there are problems?

Question 2. As of August 1, 2019, a total of 73 DLOs are equipped with Kiosks that comprise the NEMO-Q queuing system. The NEMO-Q queuing system helps to manage and improve customer experience and waiting experience. By self-service, customers will be issued a numbered ticket based on transaction type. However, current NEMO-Q system is a same-day-only appointment system and not able to capture customer pre-queue time, which is the time between arrival and check in with the kiosks. In order to improve this, DLD is planning to replace NEME-Q with a new appointment system developed by Applus Technologies, Inc. (Applus Technologies, 2019). The new system is an appointment-based system which gives the customer more flexibility to make appointments up to six months in advance either online or on site at DLO. Customers have the option to use a self-serve kiosk at DLO to schedule an appointment for a different day and/or at a different office.

Question 2.1: Do you expect this will improve DLD customer experience? Why or why not?

Question 2.2: Can this system be useful for DMV?

Question 2.3: Question: Would a real-time waiting time page online where customer could check and see real-time waiting time of different DLOs and decide with one to go be useful?

Question 3. DLD is using DPS servers to restore datasets and provide other services.

Question 3.1: What capabilities do current DMV/county servers have? Can they support the current services? What about the cybersecurity? Interactions with DLD databases and security of sensitive information (e.g., personal information, SSN)?

Question 3.2: Question: In case of a transfer to DMV or stand-alone agency, do you think it is feasible to transfer every function from DPS servers without interrupting regular service or data storing?

Question 3.3: Question: In the case of a transfer to DMV or stand-alone, how long would the IT transfer require?

Question 4. On February 26, 2020, the Department of Homeland Security (DHS) announced states can now establish a process for applicants seeking a Real ID to pre-submit certain materials electronically that verify their identity and lawful status in the U.S. in advance of visiting their state motor vehicle agency in person. According to the DHS, “The result will be a faster, more streamlined process for DMVs and the American public.” Also, we received comments from DLD employees during workshops: We need a system to allow customer type in basic information and upload required documents before coming to cashier. We would

only need to have the person review and verify information rather than type it from form to form. It will improve efficiency and reduce service time.

Question 4.1: Will transfer to DMV change current procedure? What operation system does DMV/county use? What is the capability?

Question 5. In case of a transfer to DMV, has DMV given any thought to how DLD functions need to be added to DMV website and the timeframe?

Question 6. If DLD transfers to DMV what is the greatest need to improve field office and Division IT services? What other advantage and disadvantage can you think if transferring DLD to DMV regarding IT?

Session 2:

Date and time: Thursday, May 14, 2020. 10:30 a.m. to 12:00 p.m.

Method: WebEx

Moderator (1):

Zhe Han Research Associate – CTR

Attendees (8):

Bridget Barksdale	DPS Study POC
Kevin Kieschnick	Nueces County – Tax Assessor-Collector
Roonie Keister	Lubbock County – Tax Assessor-Collector
Michael Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Fellow
Srijith Balakrishnan	CTR Graduate Research Assistant
Shidong Pan	CTR Graduate Research Assistant
John Guttman	CTR Graduate Research Assistant

Questions that were discussed during the breakout session:

Question 1. [Updating software and hardware] During DLD employee workshop, comments were made several times:

- Outdated computer equipment causes slow transactions and delays.
- Too many USBs connected to our computers—each one is for a different purpose and draws power from the system.
- Outdated software running—Computer memory overloaded, not enough CPU power.
- Slow or outdated software can lead to a breach or crash.

Question 1.1: How is IT support provided to field office personnel when there are problems?

Question 2. As of August 1, 2019, a total of 73 DLOs are equipped with Kiosks that comprise the NEMO-Q queuing system. The NEMO-Q queuing system helps to manage and improve customer experience and waiting experience. By self-service, customers will be issued a numbered ticket based on transaction type. However, current NEMO-Q system is a same-day-only appointment system and not able to capture customer pre-queue time, which is the time between arrival and check in with the kiosks. In order to improve this, DLD is planning to replace NEME-Q with a new appointment system developed by Applus Technologies, Inc. (Applus Technologies, 2019). The new system is an appointment-based system which gives the customer more flexibility to make appointments up to six months in advance either online or on site at DLO. Customers have the option to use a self-serve kiosk at DLO to schedule an appointment for a different day and/or at a different office.

Question 2.1: Do you expect this will improve DLD customer experience? Why or why not?

Question 2.2: Can this system be useful for DMV?

Question 2.3: Question: Would a real-time waiting time page online where customer could check and see real-time waiting time of different DLOs and decide with one to go be useful?

Question 3. DLD is using DPS servers to restore datasets and provide other services.

Question 3.1: What capabilities do current DMV/county servers have? Can they support the current services? What about the cybersecurity? Interactions with DLD databases and security of sensitive information (e.g., personal information, SSN)?

Question 3.2: Question: In case of a transfer to DMV or stand-alone agency, do you think it is feasible to transfer every function from DPS servers without interrupting regular service or data storing?

Question 3.3: Question: In the case of a transfer to DMV or stand-alone, how long would the IT transfer require?

Question 4. On February 26, 2020, the Department of Homeland Security (DHS) announced states can now establish a process for applicants seeking a Real ID to pre-submit certain materials electronically that verify their identity and lawful status in the U.S. in advance of visiting their state motor vehicle agency in person. According to the DHS, “The result will be a faster, more streamlined process for DMVs and the American public.” Also, we received comments from DLD employees during workshops: We need a system to allow customer type in basic information and upload required documents before coming to cashier. We would

only need to have the person review and verify information rather than type it from form to form. It will improve efficiency and reduce service time.

Question 4.1: Will transfer to DMV change current procedure? What operation system does DMV/county use? What is the capability?

Question 5. In case of a transfer to DMV, has DMV given any thought to how DLD functions need to be added to DMV website and the timeframe?

Question 6. If DLD transfers to DMV what is the greatest need to improve field office and Division IT services? What other advantage and disadvantage can you think if transferring DLD to DMV regarding IT?

Session 3:

Date and time: Friday, May 15, 2020. 9:00 a.m. to 10:30 a.m.

Method: WebEx

Moderator (1):

Zhe Han Research Associate – CTR

Attendees (18):

Bridget Barksdale	DPS Study POC
Sheri Gipson	DLD Chief
Mimzie Dennis	DLD Deputy Chief
Tony Rodriguez	DLD Senior Manager
John Crawford	DPS IT Manager
Shannon Wallace	DPS Deputy Assistant Director, Innovation and Application Services for Information Technology Division
Gayatri Vasani	DLD Manager, Division Support Services
Dain Peterson	DLD Business Intelligence Analyst
Jeff Peschka	DPS Lead Developer
Anhtuan Nguyen	DPS Programmer
Arnie Morein	DPS Programmer
Michael Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Fellow
Sherri Greenberg	UT Professor of LBJ School of Public Affairs
Lisa Loftus-Otway	CTR Research Scientist
Srijith Balakrishnan	CTR Graduate Research Assistant
Shidong Pan	CTR Graduate Research Assistant
Call-in User 1	

Questions that were discussed during the breakout session:

Question 1. [Updating software and hardware] During DLD employee workshop, comments were made several times:

- Outdated computer equipment causes slow transactions and delays.
- Too many USBs connected to our computers—each one is for a different purpose and draws power from the system.
- Outdated software running—Computer memory overloaded, not enough CPU power.
- Slow or outdated software can lead to a breach or crash.

Question 1.1: How is IT support provided to field office personnel when there are problems?

Question 2. As of August 1, 2019, a total of 73 DLOs are equipped with Kiosks that comprise the NEMO-Q queuing system. The NEMO-Q queuing system helps to manage and improve customer experience and waiting experience. By self-service, customers will be issued a numbered ticket based on transaction type. However, current NEMO-Q system is a same-day-only appointment system and not able to capture customer pre-queue time, which is the time between arrival and check in with the kiosks. In order to improve this, DLD is planning to replace NEMO-Q with a new appointment system developed by Applus Technologies, Inc. (Applus Technologies, 2019). The new system is an appointment-based system which gives the customer more flexibility to make appointments up to six months in advance either online or on site at DLO. Customers have the option to use a self-serve kiosk at DLO to schedule an appointment for a different day and/or at a different office.

Question 2.1: Do you expect this will improve DLD customer experience? Why or why not?

Question 2.2: Question: Would a real-time waiting time page online where customer could check and see real-time waiting time of different DLOs and decide with one to go be useful?

Question 3. DLD is using DPS servers to restore datasets and provide other services.

Question 3.1: In case of a transfer to DMV or stand-alone agency, do you think it is feasible to transfer every function from DPS servers without interrupting regular service or data storing?

Question 3.2: In the case of a transfer to DMV or stand-alone, how long would the IT transfer require?

Question 4. On February 26, 2020, the Department of Homeland Security (DHS) announced states can now establish a process for applicants seeking a Real ID to pre-submit certain materials electronically that verify their identity and lawful

status in the U.S. in advance of visiting their state motor vehicle agency in person. According to the DHS, “The result will be a faster, more streamlined process for DMVs and the American public.” Also, we received comments from DLD employees during workshops: We need a system to allow customer type in basic information and upload required documents before coming to cashier. We would only need to have the person review and verify information rather than type it from form to form. It will improve efficiency and reduce service time.

Question 4.1: Has DLD had any discussion on this? Like: Can any original docs (scanned in at home) or photos (run through IVS) be done beforehand to lower wait time? How feasible is this idea on IT end (protect against fraud or identity theft)?

Question 5: Does DLD have any plan to re-design website and include compatibility with smart phones and tablets?

Question 6: If DLD remains in DPS what is the greatest need to improve field office and Division IT services? What other advantage and disadvantage can you think of in keeping DLD in DPS regarding IT?

Question 7: If DLD transfers to DMV what is the greatest need to improve field office and Division IT services? What other advantage and disadvantage can you think if transferring DLD to DMV regarding IT?

Question 8: If DLD becomes a stand-alone state agency what is the greatest need to improve field office and Division IT services? What other advantage and disadvantage can you think if establishing a stand-alone agency regarding IT?

Appendix H. List of Attendees and Questions for the Breakout Session on Call Center

Session 1:

Date and time: Friday, May 15, 2020. 12:30 p.m. to 2:00 p.m.

Method: WebEx

Moderator (1):

Zhe Han Research Associate - CTR

Attendees (15):

Bridget Barksdale	DPS Study POC
Sheri Gipson	DLD Chief
Mimzie Dennis	DLD Deputy Chief
Tony Rodriguez	DLD Senior Manager
Shea Burch	DLD Customer Service Center Manager
John De La Cruz	DPS Assistant Manager, HQ Operations
Deidra Hopkins	DLD Assistant Manager
Mario Sifuentes	DLD Call Center Supervisor
Vincent Escalante	DLD Call Center Lead
Pamela Smith	DLD Call Center License Permit Specialist
Michael Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Fellow
Lisa Loftus-Otway	CTR Research Scientist
Srijith Balakrishnan	CTR Graduate Research Assistant
Shidong Pan	CTR Graduate Research Assistant

Questions that were discussed during the breakout session:

Question 1. What is the purpose of the Call Center? What are the duties of a call center employee?

Question 2. Is the DLD Call Center expected to provide customers with telephone driver license or ID card renewal capabilities?

Question 3. What training does a call center employee receive?

Question 4. DLD operates a statewide license call center that receives more than 24,000 calls a day or nearly 7 million each year. However, its performance has declined. In 2009, customers need to wait for an average of 13.5 minutes before they were served, and 65 percent of callers gave up before their calls were answered. In 2017, these numbers increased to 14 minutes and 20 seconds for average on-hold wait time, and 80 percent of callers gave up before DPS answered.

Only 20% of 7 million calls to the call center are answered annually. It is estimated that 690 employees are needed so that customer will wait no more than 5 minutes to speak with a person.

Question 4.1: The call center has been identified by DLD as an area that needs major improvement. What factors do you think cause this situation?

Question 4.2: How can this situation be improved? More people? Better Technology? More training? Has there been any budget planning on call center?

Question 4.3: What other actions can we take to improve current DLD phone service? For example, real-time online chat, mobile apps, better website, online submission & scan of original documents pre appointment, etc.

Question 4.4: Do you think a stand-alone agency will improve customer service by phone? Why or why not?

Question 5. What are the limitations to your current call center?

Question 6. What other advantage and disadvantage can you think of in keeping DLD in DPS regarding the Call Center? What is (are) the greatest needs in order to improve DLD Call Center performance?

Question 7. What other advantage and disadvantage can you think if transferring DLD to DMV regarding the Call Center?

Question 8. What other advantage and disadvantage can you think if establishing a stand-alone agency regarding the Call Center?

Session 2:

Date and time: Friday, May 15, 2020. 2:30 p.m. to 4:00 p.m.

Method: WebEx

Moderator (1):

Zhe Han Research Associate – CTR

Attendees (15):

Bridget Barksdale	DPS Study POC
Ginny Booton	DMV Director of Consumer Relations Division
Deborah Hujar	DMV Operations Assistant Director
Courtney Juarez	DMV Operations Lead
Veronica Whitaker	DMV QA Supervisor
Sarah Alexander	DMV Customer Service Representative
Larry Gaddes	Williamson County – Tax Assessor-Collector

Roonie Keister	Lubbock County – Tax Assessor-Collector
Shay Luedeke	Bell County – Tax Assessor-Collector
Michael Murphy	CTR Deputy Director
Darren Hazlett	CTR Research Fellow
Lisa Loftus-Otway	CTR Research Scientist
Srijith Balakrishnan	CTR Graduate Research Assistant
Shidong Pan	CTR Graduate Research Assistant
John Guttman	CTR Graduate Research Assistant

Questions that were discussed during the breakout session:

Question 1. What is the purpose of the Call Center? What are the duties of a call center employee?

Question 2. Is the DMV/county Call Center expected to provide customers with telephone vehicle registration, license plate ordering or other types of transaction support?

Question 3. What training does a call center employee receive?

Question 4. DLD operates a statewide license call center that receives more than 24,000 calls a day or nearly 7 million each year. However, its performance has declined. In 2009, customers need to wait for an average of 13.5 minutes before they were served, and 65 percent of callers gave up before their calls were answered. In 2017, these numbers increased to 14 minutes and 20 seconds for average on-hold wait time, and 80 percent of callers gave up before DPS answered. Only 20% of 7 million calls to the call center are answered annually. It is estimated that 690 employees are needed so that customer will wait no more than 5 minutes to speak with a person.

Question 4.1: What is current practice in DMV/county regarding call center service? Do you think transfer to DMV will improve customer service by phone? Would DMV and DLD call centers be combined?

Question 5. What are the limitations to your current call center?

Question 6. What other advantage and disadvantage can you think if transferring DLD to DMV regarding the Call Center?

Question 7. What is (are) the greatest needs in order to improve DMV/county Call Center performance?

Appendix I. Customer Survey

English Version Survey:

Q1

Texas Department of Public Safety (DPS)
Driver's License and Texas ID Card Survey

The University of Texas - Austin
Center for Transportation Research (UT-CTR)

This survey is being conducted by UT-CTR for DPS at the direction of the Texas State Legislature. We are very interested in your experiences and opinions about having your driver's license, Texas Election Identification Certificate or Texas ID card processed or renewed.

Your responses are anonymous and cannot be traced back to you, your email address or other personal information, or to the device you use to take the survey. Your experiences and opinions are very important and will help in determining how best to improve driver's license program services.

The survey will take approximately 10 - 15 minutes to complete; we do very much appreciate your time and patience. If you chose, you can complete part of the survey now, close it and reopen it later to complete the survey, though completion must be within 5 days.

If you have any questions or comments, please feel free to contact me at the following email address or telephone number. The CTR, IC2 Institute and LBJ School websites are listed at the bottom of the page for your reference.

Thank you very much.

Dr. Michael R. Murphy, P.E.
Deputy Director
UT Center for Transportation Research (CTR)
3925 West Braker Lane, Suite 4.344
Austin, Texas 78759
Phone: (512) 232-3134
Email: murphymr@mail.utexas.edu

CTR Website: <https://ctr.utexas.edu/>
IC2 Website: <https://ic2.utexas.edu/>
LBJ School Website: <https://lbj.utexas.edu/>

Q2 The following questions about sex, age, education level, race & ethnicity, and household income will help us ensure that a true cross section of Texans is

represented in this survey.

Please select the appropriate response from the following list.

- Male
- Female
- I prefer not to answer

Q3 Please indicate your age group.

- 17 or younger
 - 18 - 20
 - 21 - 29
 - 30 - 39
 - 40 - 49
 - 50 - 59
 - 60 - 69
 - 70 - 79
 - 80 or older
 - I prefer not to answer
-

Q4 Highest level of education and/or training completed to date.

- up to High School level, no diploma
 - High School Diploma or equivalent, such as a GED
 - Technical, Vocational or Trade School Training
 - Some college, no diploma
 - 2 year college degree
 - 4 year college degree
 - Graduate degree
 - Other Education or training not listed above _____
 - I prefer not to answer
-

Q5 Please indicate your Race and Ethnicity.

- American Indian or Alaskan Native
 - Asian
 - Black or African American
 - Native Hawaiian or Other Pacific Islander
 - White
 - Hispanic or Latino
 - Not Hispanic or Latino
 - I prefer not to answer
-

Q6 Please indicate your total annual household income before taxes.

- less than \$15,000
 - \$15,000 - \$25,000
 - \$26,000 - \$35,000
 - \$36,000 - \$45,000
 - \$46,000 - \$55,000
 - \$56,000 - \$65,000
 - \$66,000 - \$75,000
 - \$76,000 - \$85,000
 - \$86,000 - \$100,000
 - > \$100,000
 - I prefer not to answer
-

Q7 Please click each of the following License or ID Card categories that apply to you. I am applying for, or I have a:

- Texas Driver License Class A or Class B
- Texas Driver License Class C
- Texas Driver License Class AM or Class BM
- Texas Driver License Class CM
- Texas Motorcycle Driver License Class M
- Texas Commercial Driver License Class CDL-A, CDL-B or CDL-C
- Texas Phase I Learner Permit
- Texas Phase II Provisional Driver License
- Texas Driver License but it is not one of the Classes listed above
- Texas Election Identification Certificate obtained from DPS (note, a Texas Election Identification Certificate is a photo ID and is not the same as a Voter Registration Certificate)
- Texas Identification card obtained from DPS
- None of these

Skip To: Q37 If Please click each of the following License or ID Card categories that apply to you. I am applying... = None of these

Q8 In which county was the last DPS Driver's License Office you visited?

Q9 In which city or town was the last DPS Driver's License Office you visited? If known, please just enter the Office or Mega-Center zip code.

Q10 Please provide the zip code where you live.

Q11 The last time I renewed my Texas driver license or ID Card was so it would be REAL ID Compliant.

- Yes, I now have a Star in a Gold circle on my license or ID Card.
- No, I renewed for some other reason.
- I am not sure what REAL ID Compliant means.
- No, I renewed for some other reason, but I received a Card with a Star in a Gold circle anyway

Q12 The last time you visited a Driver's License office, how long did you have to wait until you were called to have your paperwork processed? Please type the number of hours and minutes in the text boxes provided below.

Hours _____

Minutes _____

Q13 How would you rate the amount of time you had to wait in line until you were called to have your paperwork processed?

- Very Good
 - Good
 - Fair
 - Poor
 - Very Poor
 - No Opinion
-

Q14 The last time you visited a Driver's License office, how long did you have to wait during the processing of your paperwork (photo, vision test, thumb prints, signature, etc.)? Please type in the number of minutes in the text box provided below.

- Minutes** _____
-

Q15 How would you rate the amount of time it took to have your paperwork processed at a DPS Driver License Office? In addition to your rating, please click the last choice if the office you visited was a Mega-Center

- Very Good
 - Good
 - Fair
 - Poor
 - Very Poor
 - No Opinion
-

Q16 The last time you had business at a DPS Driver's License Office - how many times did you have to visit an Office to complete your transaction?

Q17 I have used the following options to obtain a new, or to renew, a Texas Driver License: (choose all that apply)

- Went to a DPS Driver License Office
- Used the DPS online website to renew
- Used the DPS online website to 'Get in line online'
- Renewed by Telephone
- Renewed by Mail

Q18 I have used the following options to obtain a new, or to renew, a Texas Election Identification Certificate or a Texas Identification Card (choose all that apply).

- Went to a DPS Driver License Office
- Used the DPS online website to renew
- Used the DPS website to "Get in line online"
- Renewed by Telephone
- Renewed by Mail

Q19 Based on the news media you've seen, read or heard, how would you rate DPS Driver License Program performance?

- Excellent
 - Very Good
 - Good
 - Fair
 - Poor
 - Very Poor
 - I've not seen, read or heard any media about the DPS Driver License Program
-

Q20 Based on your personal experience, how would you rate DPS Driver License Program performance?

- Excellent
 - Very Good
 - Good
 - Fair
 - Poor
 - Very Poor
 - Undecided - I'm still in the process of getting my License or ID Card
-

Q21 Please click each of the following choices that apply to you.

I lose pay if I have to take off work to conduct business at the Driver's License Office

I must use vacation time to conduct business at the Driver's License Office

I had to make more than one trip to the Driver's License Office, to complete a business transaction, though it was my fault

I had to make more than one trip to the Driver's License Office to complete a business transaction, it was DPS fault

I was told I had to stand outside the Office Building with others even though there were empty chairs in the waiting area

I was told that I would have to wait outside the Office Building because all of the waiting area chairs were full



Q22 Please click each of the following choices that apply to you, if you've tried to renew on line, or Get in line online at the DPS website

I was able to find the online renewal web page on the DPS website with no problem

I was able to renew my license / ID Card online with no problem

I tried to renew my license / ID Card online, but the program said I was not eligible to renew

I tried to renew my license / ID Card using my smart phone but the online renewal site was too hard to use with a Smart Phone

I tried to get in line online but no appointments were available

I tried to get in line online but the appointment time I was given didn't fit my schedule and I couldn't pick a different time

When I tried to Google the DPS website, there were other privately owned websites that popped up first which I thought were the DPS website.

DPS should have employees at their Offices or mega-centers that can help you renew your license / ID Card online while at the center

It is difficult to find information on the DPS Driver License / ID Card Website

It is difficult to understand information provided on the DPS Driver License / ID Card Website

The DPS website is well designed and easy to use

Q23 Please click the following statements that are true about your last visit to a DPS Driver's License Office.

- The DPS employee at the front desk checked my documents for accuracy and completeness
 - No one at the Drivers License Office answers the telephone when I call
 - Driver License staff stopped serving before closing time though customers were still waiting
 - I was not permitted to bring food or a drink into the DPS office waiting area
 - The DPS computer system was down during my visit, but came back up so transactions resumed
 - The DPS computer system went down; everyone who was waiting was told to leave and find another Office
 - I used a sign-in kiosk after I arrived
 - The sign-in kiosk was not working when I arrived
 - I was told I must sit in my chair and could not stand while waiting. If I did not sit down, I must go outside the building.
 - I was at a DPS mega-center
 - A DPS employee told me that my birth certificate was not valid and that I was not a resident
-

Q24 If you took a driving skills test at a DPS Driver License Office, when did you need to arrive at the DPS Driver License Office to get in line for the driving test?

- during normal business hours when the DPS Office or Mega-Center was open
 - between 6:00 AM and 7:00 AM
 - between 5:00 AM and 5:59 AM
 - between 4:00 AM and 4:59 AM
 - before 4:00 AM
 - I took my driving skills test at a private business (Third Party Skills Testing Program) that gives DPS driving tests
 - I have never taken a driving skills test at DPS or a private business
-

Q25 I prefer to go to the DPS Driver License office for business even if it means I must wait in a long line.

- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
-

Q26 I prefer to go to the DPS Driver License office for business even if I could complete the same business online, by mail or on the phone.

- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
-

Q27 I prefer to go to the DPS Driver License office for business because it is more secure than doing business online.

- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
-

Q28 Compared to Driver License Offices I've been to in other states, the Texas Driver License Office is

- Much Better
 - Better
 - About the same as other states
 - Worse
 - Much Worse
 - I've never been to another state's DL Office
-

Q29 I have used the DPS Driver License online website to renew my license using a Smart Phone

- Yes
 - No
 - I tried, but the website was too difficult to use with a Smart Phone
 - I tried, but the website said I wasn't eligible to renew online
-

Q30 I have used the DPS Driver License online website to renew my license using a desktop, laptop or tablet

- Yes
 - No
 - I tried, but the website was too difficult to use
 - I tried, but the website said I wasn't eligible to renew online
-

Q31 I am filling out this survey at a DPS Driver's License office right now

Yes

No

Q32 I have been to the DPS office for business when the line was so long it went outside the building

Yes

No

I don't remember

Skip To: Q34 If I have been to the DPS office for business when the line was so long it went outside the building = No

Q33 Please click all of the following choices that are true about your wait in line outside the DPS Office Building

The weather was hot

The weather was cold

It was raining

I needed to use the restroom, but I was afraid I'd lose my place in line

I got thirsty

I got tired

I did not know how long I'd be waiting outside the building

I had a question about my paperwork and documents, but could not ask a question until I got inside the building



Q34 Please click all of the following choices that are true about your last visit to a DPS Driver License Office.

- I read Google, Yelp, Facebook or other online reviews before choosing the Driver License Office I went to
 - I talked to family or friends before choosing the Driver License Office I went to
 - My experience was better than the reviews I read
 - My experience was worse than the reviews I read
 - A driver license employee told me that my original birth certificate was not acceptable because it was not the new (post 9/11) format
 - My experience was better than what my family or friends told me about the Driver License Office I visited
 - My experience was worse than what my family or friends told me about the Driver License Office I visited
 - I wrote a positive online review comment after completing my transaction
 - I wrote a negative online review comment after completing my transaction
 - After reading the online reviews, I drove to a DPS Driver's License office in another town or city instead of the closest Office
 - I chose the office I visited without reading online reviews or talking to family or friends
-

Q35 Please click all of the following choices that are true about your last visit to a DPS Driver License Office.

- There was a place for me to sit in the waiting area
 - The temperature was comfortable
 - I needed to use the restroom, but I was afraid I'd lose my place in line
 - I think that someone who arrived after me was served ahead of me
 - The Driver License staff were friendly
 - The Driver License staff were knowledgeable
 - I was waiting with a family member or a friend I could talk to
 - The waiting line was well organized
 - Taking a ticket with a number on it when I got in line is a good system
 - I was nervous that there would be a problem and I wouldn't get my license processed
 - I got very hungry while I was waiting
-

Q36 Please click all of the following choices that are true about your last visit to a DPS Driver License Office.

- The paperwork was easy to understand (1)
- It was OK with me that I was asked to give personal medical information (2)
- It was OK with me that I was asked if I wanted to donate to charities (3)
- It was OK with me that I was asked if I wanted to become an organ donor (4)
- It was OK with me that my thumb prints were taken (5)
- I thought my photo was good (6)
- I was not worried about passing the vision test (7)
- I believe DPS will keep my information secure (8)
- The Driver License staff were not knowledgeable (9)
- The Driver License staff were not friendly (10)
- The Driver License staff were very slow in processing paperwork (11)
- The credit card machine was not working (12)

Q37 Please provide any additional comments you'd like to share - though the text box is small, you can leave a long comment. This is the last question of the survey.

Thank you very much for your participation - it is much appreciated.

Spanish Version Survey:

Departamento de Seguridad Pública de Texas (DPS)
Encuesta de licencia de conducir y tarjeta de identificación de Texas

La Universidad de Texas - Austin
Centro de Investigación del Transporte (UT-CTR)

Esta encuesta se está llevando a cabo por UT-CTR para DPS bajo la dirección de la Legislatura del Estado de Texas. Estamos muy interesados en sus experiencias y opiniones sobre cómo procesar o renovar su licencia de conducir, el Certificado de Identificación Electoral de Texas o la tarjeta de identificación de Texas.

Sus respuestas son anónimas y no se pueden rastrear hasta Ud., su dirección de correo electrónico u otra información personal, ni hasta el dispositivo que está utilizando para realizar esta encuesta. Sus experiencias y opiniones son muy importantes y nos ayudarán a determinar la mejor manera de mejorar los servicios del programa de licencia de conducir.

Esta encuesta tomara aproximadamente de 10 a 15 minutos para completar. Apreciamos mucho su tiempo y paciencia. Si elige, puede completar parte de la encuesta ahora, cerrarla y volver a abrirla más tarde para completar la encuesta, aunque la finalización debe realizarse dentro de cinco días.

Si tiene alguna pregunta o comentario, no dude en ponerse en contacto conmigo en la siguiente dirección de correo electrónico o número de teléfono. Los sitios web de CTR, IC2 Instituto y LBJ School se enumeran en la parte inferior de la página para su referencia.

Muchas gracias.

Dr. Michael R. Murphy, PE
Subdirector
Centro de Investigación de Transporte de UT (CTR)
3925 West Braker Lane, Suite 4.344
Austin, Texas 78759

Teléfono: (512) 232-3134
Correo electrónico: murphymr@mail.utexas.edu

Sitio web de CTR: <https://ctr.utexas.edu/>
Sitio web de IC2: <https://ic2.utexas.edu/>
Sitio web de la escuela LBJ: <https://lbj.utexas.edu/>

Las siguientes preguntas sobre sexo, edad, nivel educativo, raza y etnia, e ingresos del hogar nos ayudarán a garantizar que una verdadera muestra representativa de tejanos esté representada en esta encuesta.

Q2 Seleccione la respuesta adecuada de la siguiente lista.

- Masculino
- Femenina
- Prefiero no contestar

Q3 Por favor indique su grupo de edad.

- 17 o menos
- 18 - 20
- 21 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 69
- 70 - 79
- 80 o mayor
- Prefiero no contestar

Q4 Nivel más alto de educación y / o entrenamiento completado hasta la fecha.

- Nivel de secundaria, sin diploma
- Diploma de escuela secundaria o equivalente, como un GED
- formación técnica, vocacional o profesional
- Alguna universidad, sin diploma
- Título universitario de 2 años
- Título universitario de 4 años
- Maestría o Doctorado
- Otra educación o capacitación no mencionada anteriormente
- Prefiero no contestar

Q5 Indique su raza y origen étnico.

- Indio Americano o Nativo de Alaska
- asiático
- Negro o afroamericano
- Nativo de Hawai u otra isla del Pacífico
- Blanco
- Hispano o latino
- No Hispano o Latino
- Prefiero no contestar

Q6 Indique su ingreso familiar anual total antes de impuestos.

- menos de \$ 15,000
- \$ 15,000 - \$ 25,000
- \$ 26,000 - \$ 35,000
- \$ 36,000 - \$ 45,000
- \$46,000 - \$55,000
- \$ 46,000 - \$ 55,000
- \$ 56,000 - \$ 65,000
- \$ 66,000 - \$ 75,000
- \$ 76,000 - \$ 100,000
- > \$ 100,000
- I prefer not to answer

Q7 Haga clic en cada una de las siguientes categorías de Licencia o Tarjeta de identificación que se aplican a usted. Estoy solicitando o tengo un:

- Licencia de conducir de Texas Clase A o Clase B
- Licencia de conducir de Texas clase C
- Licencia de conducir de Texas Clase AM o Clase BM
- Clase de licencia de conducir de Texas CM
- Licencia de conducir de motocicleta de Texas Clase M

- Clase de licencia de conducir comercial de Texas CDL-A, CDL-B o CDL-C
- Permiso de aprendizaje de la Fase I de Texas
- Licencia Provisional de Conductor Fase II de Texas
- Licencia de conducir de Texas, pero no es una de las clases mencionadas anteriormente
- Certificado de Identificación Electoral de Texas obtenido de DPS (tenga en cuenta que un Certificado de Identificación Electoral de Texas es una identificación con foto y no es lo mismo que un Certificado de Registro de Votante)
- Tarjeta de identificación de Texas obtenida de DPS
- Ninguno de esos

Q8 ¿En qué condado fue la última oficina de licencias de conducir de DPS que visitó Ud.?

Q9 ¿En qué ciudad o pueblo fue la última oficina de licencias de conducir de DPS que visitó Ud.? Si lo sabe, ingrese el código postal de oficina o Mega-Center.

Q10 Proporcione el código postal donde vive.

Q11 La última vez que renové mi licencia de conducir o tarjeta de identificación de Texas fue para que cumpliera con REAL ID.

- Sí, ahora tengo una estrella en un círculo dorado en mi licencia o tarjeta de identificación.
- No estoy seguro de lo que significa REAL ID Compliant.
- No, lo renové por alguna otra razón.
- No, renové por alguna otra razón, pero de todos modos recibí una Tarjeta con una Estrella en un círculo Dorado

Q12 ¿La última vez que visitó Ud. una oficina de Licencia de Conducir, cuánto tiempo tuvo que esperar hasta que lo llamaron para que procesara su documentación? Escriba horas y minutos en los cuadros de texto que se proporcionan a continuación.

Horas

Minutos

Q13 ¿Cómo calificaría Ud. la cantidad de tiempo que tuvo que esperar en la cola hasta que lo llamaron para que procesara su documentación? Además de su calificación, haga Ud. clic en la última opción si la oficina que visitó era un megacentro

- Muy bien
- Bueno
- Justa
- Pobre
- Muy pobre
- Sin opinión

Q14 La última vez que visitó Ud. una oficina de Licencia de Conducir, ¿cuánto tiempo tuvo que esperar durante el procesamiento de su documentación (foto, prueba de visión, huellas digitales, firma, etc.)? Escriba los minutos en el cuadro de texto que se proporciona a continuación.

Minutos

Q15 ¿Cómo calificaría Ud. la cantidad de tiempo que llevó procesar su documentación en una oficina de licencias de conducir de DPS? Además de su calificación, haga Ud. clic en la última opción si la oficina que visitó era un megacentro.

- Muy bien
- Bueno
- Justa
- Pobre
- Muy pobre
- Sin opinión

Q16 La última vez que tuvo Ud. negocios en una oficina de licencias de conducir de DPS: ¿cuántas veces tuvo que visitar una oficina para completar su transacción?

Q17 He utilizado las siguientes opciones para obtener una licencia de conducir de Texas nueva o renovarla: (elija todas las opciones que correspondan)

- Fui a una oficina de licencias de conducir DPS
- Usé el sitio web en línea de DPS para renovar
- Usé el sitio web en línea de DPS para 'Entrar en línea'
- Renovado por teléfono
- Renovado por correo

Q18 He utilizado las siguientes opciones para obtener un nuevo, o para renovar, un Certificado de Identificación Electoral de Texas o una Tarjeta de Identificación de Texas (elija todas las opciones que correspondan).

- Fui a una oficina de licencias de conducir DPS
- Usé el sitio web en línea de DPS para renovar
- Usé el sitio web de DPS para "Entrar en línea"
- Renovado por teléfono
- Renovado por correo

Q19 Según los medios de comunicación que ha visto, leído o escuchado, ¿cómo calificaría Ud. el rendimiento del programa de licencia de conducir DPS?

- Excelente
- Muy bien
- Bueno
- Justa
- Pobre
- Muy pobre
- No he visto, leído ni escuchado ningún medio sobre el programa de licencia de conducir DPS

Q20 Según su experiencia personal, ¿cómo calificaría Ud. el rendimiento del programa de licencia de conducir DPS?

- Excelente
- Muy bien
- Bueno
- Justa
- Pobre
- Muy pobre
- Indeciso: todavía estoy en el proceso de obtener mi licencia o tarjeta de identificación

Q21 Haga clic en cada una de las siguientes opciones que se aplican a usted.

- Pierdo el sueldo si tengo que salir del trabajo para hacer negocios en la Oficina de Licencias de Conducir
- Debo usar el tiempo de vacaciones para hacer negocios en la Oficina de Licencias de Conducir
- Tuve que hacer más de un viaje a la Oficina de Licencias de Conducir para completar una transacción comercial, aunque fue mi culpa
- Tuve que hacer más de un viaje a la Oficina de Licencias de Conducir para completar una transacción comercial, fue culpa de DPS
- Me dijeron que tenía que estar fuera del edificio de oficinas con otros, aunque había sillas vacías en la sala de espera.
- Me dijeron que tendría que esperar fuera del edificio de oficinas porque todas las sillas de la sala de espera estaban llenas

Q22 Haga clic en cada una de las siguientes opciones que se aplican a usted, si ha intentado renovar en línea, o en línea en el sitio web de DPS

- Pude encontrar la página web de renovación en línea en el sitio web de DPS sin ningún problema
- Pude renovar mi licencia / tarjeta de identificación en línea sin ningún problema
- Intenté renovar mi licencia / tarjeta de identificación en línea, pero el programa dijo que no era elegible para renovar

- Intenté renovar mi tarjeta de identificación de licencia usando mi teléfono inteligente, pero el sitio de renovación en línea era demasiado difícil de usar con un teléfono inteligente
- Intenté ponerme en línea, pero no había citas disponibles
- Intenté ponerme en línea, pero la hora de la cita que me dieron no se ajustaba a mi horario y no pude elegir un horario diferente
- Cuando intenté buscar en Google el sitio web de DPS, primero aparecieron otros sitios web de propiedad privada que pensé que eran el sitio web de DPS.
- DPS debe tener empleados en sus oficinas o megacentros que puedan ayudarlo a renovar su licencia / tarjeta de identificación en línea mientras esté en el centro
- Es difícil encontrar información en el sitio web de la licencia de conducir / tarjeta de identificación de DPS
- Es difícil comprender la información proporcionada en el sitio web de la licencia de conducir / tarjeta de identificación de DPS
- El sitio web de DPS está bien diseñado y es fácil de usar.

Q23 Haga clic en las siguientes declaraciones que son ciertas acerca de su última visita a la Oficina de Licencia de Conducir de DPS.

- El empleado de DPS en la recepción revisó la exactitud e integridad de mis documentos.
- Nadie en la oficina de licencias de conducir contesta el teléfono cuando llamo
- Staff El personal de la licencia de conducir dejó de prestar servicio antes del cierre, aunque los clientes aún esperaban
- No se me permitió traer comida o bebida a la sala de espera de la oficina de DPS
- El sistema informático DPS no funcionaba durante mi visita, pero volvió a funcionar, por lo que se reanudaron las transacciones.
- El sistema informático DPS se cayó; a todos los que esperaban se les dijo que se fueran y buscaran otra oficina
- Usé un quiosco de registro después de llegar
- El quiosco de inicio de sesión no funcionaba cuando llegué
- Me dijeron que debía sentarme en mi silla y que no podía pararme mientras esperaba. Si no me siento, debo salir del edificio.
- Estaba en un megacentro DPS

- Un empleado de DPS me dijo que mi certificado de nacimiento no era válido y que no era residente

Q24 ¿Si realizó Ud. un examen de habilidades de manejo en una Oficina de Licencia de Conducir de DPS, ¿cuándo tuvo que llegar a la Oficina de Licencia de Conducir de DPS para hacer fila para el examen de manejo?

- durante el horario comercial normal cuando la oficina de DPS o el megacentro estaban abiertos
- entre las 6:00 a.m. y las 7:00 a.m.
- entre las 5:00 a.m. y las 5:59 a.m.
- entre las 4:00 a.m. y las 4:59 a.m.
- antes de las 4:00 a.m.
- Tomé el examen de habilidades de manejo en un negocio privado (Programa de Pruebas de Habilidades de Terceros) que me da los exámenes de manejo de DPS
- Nunca he realizado un examen de habilidades de manejo en DPS o en un negocio privado

Q25 Prefiero ir a la oficina de licencias de conducir de DPS por negocios, incluso si eso significa que debo esperar en una larga cola.

- Totalmente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo.
- No estoy de acuerdo.
- Totalmente en desacuerdo

Q26 Prefiero ir a la oficina de licencias de conducir de DPS por negocios, incluso si pudiera completar el mismo negocio en línea, por correo o por teléfono.

- Totalmente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo.
- No estoy de acuerdo.
- Totalmente en desacuerdo

Q27 Prefiero ir a la oficina de licencias de conducir de DPS para negocios porque es más seguro que hacer negocios en línea.

- Totalmente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo.
- No estoy de acuerdo.
- Totalmente en desacuerdo

Q28 En comparación con las oficinas de licencias de conducir en las que he estado en otros estados, la oficina de licencias de conducir de Texas es

- Mucho mejor
- Mejor
- Casi lo mismo que otros estados
- Peor
- Mucho peor
- Nunca he estado en la oficina de DL de otro estado

Q29 He usado el sitio web en línea de licencia de conducir DPS para renovar mi licencia usando un teléfono inteligente

- si
- No
- Lo intenté, pero el sitio web era demasiado difícil de usar con un teléfono inteligente
- Lo intenté, pero el sitio web decía que no era elegible para renovar en línea

Q30 He usado el sitio web en línea de licencia de conducir DPS para renovar mi licencia usando una computadora de escritorio, computadora portátil o tablet

- si
- No
- Lo intenté, pero el sitio web era demasiado difícil de usar.
- Lo intenté, pero el sitio web decía que no era elegible para renovar en línea

Q31 Estoy completando esta encuesta en una oficina de licencia de conducir de DPS en este momento

- si
- No

Q32 He estado en la oficina de DPS por negocios cuando la fila era tan larga que salía del edificio.

- si
- No
- No me acuerdo

Q33 Haga clic en todas las siguientes opciones que sean ciertas acerca de su espera en la fila fuera del edificio de oficinas de DPS

- Hacía calor
- Hacía frío
- Estaba lloviendo
- Necesitaba usar el baño, pero tenía miedo de perder mi lugar en la fila.
- Tengo sed
- me cansé
- No sabía cuánto tiempo estaría esperando afuera del edificio
- Tenía una pregunta sobre mi documentación y documentos, pero no pude hacer una pregunta hasta que entré al edificio

Q34 Haga clic en todas las siguientes opciones que sean ciertas acerca de su última visita a una oficina de licencias de conducir de DPS.

- Leí Google, Yelp, Facebook u otras reseñas en línea antes de elegir la Oficina de licencias de conducir a la que fui
- Hablé con familiares o amigos antes de elegir la oficina de licencias de conducir a la que fui
- Mi experiencia fue mejor que las críticas que leí
- Mi experiencia fue peor que las críticas que leí

- Un empleado de la licencia de conducir me dijo que mi certificado de nacimiento original no era aceptable porque no era el nuevo formato (posterior al 11 de septiembre)
- Mi experiencia fue mejor de lo que mi familia o amigos me dijeron sobre la Oficina de Licencias de Conducir que visité.
- Mi experiencia fue peor de lo que mi familia o amigos me dijeron sobre la Oficina de Licencias de Conducir que visité.
- Escribí un comentario positivo de revisión en línea después de completar mi transacción
- Escribí un comentario negativo de revisión en línea después de completar mi transacción
- Después de leer las reseñas en línea, conduje a una oficina de licencias de conducir de DPS en otro pueblo o ciudad en lugar de la oficina más cercana
- Elegí la oficina que visité sin leer reseñas en línea o hablar con familiares o amigos.

Q35 Haga clic en todas las siguientes opciones que sean ciertas acerca de su última visita a una Oficina de Licencia de Conducir de DPS.

- Había un lugar para sentarme en la sala de espera
- La temperatura era cómoda
- Necesitaba usar el baño, pero tenía miedo de perder mi lugar en la fila.
- Creo que alguien que llegó después de mí fue servido antes que yo
- El personal de la licencia de conducir fue amable
- El personal de la licencia de conducir estaba bien informado
- Estaba esperando con un familiar o un amigo con quien hablar
- La fila de espera estaba bien organizada.
- Tomar un boleto con un número cuando me puse en la fila es un buen sistema
- Estaba nervioso de que hubiera un problema y no podría procesar mi licencia
- Tenía mucha hambre mientras esperaba

Q36 Haga clic en todas las siguientes opciones que sean ciertas acerca de su última visita a una oficina de licencias de conducir de DPS.

- El papeleo fue fácil de entender.
- Estuvo bien conmigo que me pidieron que proporcionara información médica personal
- Estuvo bien conmigo que me preguntaron si quería donar a organizaciones benéficas
- Estuvo bien conmigo que me preguntaron si quería ser donante de órganos
- Estuvo bien que me tomaran las huellas de mis pulgares
- Pensé que mi foto era buena
- No me preocupaba pasar el examen de visión
- Creo que DPS mantendrá mi información segura
- El personal de la licencia de conducir no estaba bien informado
- El personal de la licencia de conducir no era amigable
- El personal de la licencia de conducir fue muy lento en el procesamiento de documentos
- La máquina de la tarjeta de crédito no funcionaba.

Proporcione cualquier comentario adicional que desee compartir.

Q37 Muchas gracias por su participación, es muy apreciado.

Distribution Email Message in English and Spanish



THE UNIVERSITY OF TEXAS AT AUSTIN
CENTER FOR TRANSPORTATION RESEARCH

3925 West Braker Lane, Suite 4.344
Austin, Texas 78759

Este correo electrónico está en español en la página siguiente.

Subject: Please help by taking the Texas Driver's License or ID Card Survey

Dear Driver's License or ID Cardholder:

The State Legislature has directed the Texas Department of Public Safety (DPS) to conduct a study of the Driver License and ID Card Program. DPS contracted with UT Austin's Center for Transportation Research (CTR) to perform the study. CTR is conducting a survey of Texans about their experiences obtaining or renewing a driver license or ID card.

The survey requests information about your experiences and opinions regarding the Driver License Offices or Mega-Center facilities, efficiency, and management; DPS employee service; and other aspects of the program.

The quick link to the survey is provided below.

https://utexas.qualtrics.com/jfe/form/SV_3l8QheBr2J1Ujj

Or you can access the link on the following CTR webpage if you prefer:

https://ctr.utexas.edu/redirects/drivers_license_survey/

The link to the survey is contained in the rectangle shown on the lower part of the screen.

We very much appreciate your willingness to participate in this important study. The results of this survey will be included in a report to the State Legislature, the Office of the Governor, the Sunset Advisory Commission, DPS, and the Texas Department of Motor Vehicles. If you have any questions or comments regarding this study, please do not hesitate to contact me by return email or by calling my office phone given below.

Thank you very much,
Michael Murphy, PhD, PE
Deputy Director
UT Austin's Center for Transportation Research
murphymr@mail.utexas.edu

Enlace rápido: Por favor comparta Ud. sus experiencias con la obtención / renovación de su licencia de conducir de Texas / tarjeta de identificación en esta encuesta anónima.

https://utexas.qualtrics.com/jfe/form/SV_3l8QheBr2J1Ujj

Estimado Titular de la Licencia de Conducir o Titular de la Tarjeta de Identificación,

La Legislatura Estatal ha ordenado al Departamento de Seguridad Pública de Texas (DPS) que realice un estudio del Programa de Licencia de Conducir y Tarjeta de Identificación. DPS contrató con el Centro de Investigación en Transporte (CTR) de Univ. De Tejas Austin para realizar el estudio. CTR está realizando una encuesta a los Tejanos sobre sus experiencias obteniendo o renovando una licencia de conducir o tarjeta de identificación.

La encuesta solicita información sobre tu experiencias y opiniones con respecto a las Oficinas de Licencias de Conductor o las instalaciones del Mega-Centro, la eficiencia y la gestión; Servicio de empleados de DPS; y otros aspectos del programa. Se puede acceder a la encuesta desde el sitio web del CTR.

https://ctr.utexas.edu/redirects/drivers_license_survey/

Por favor, haga Ud. clic en el enlace Programa de licencia de conducir en el rectángulo en la parte inferior de la página web para acceder a la encuesta anónima, en línea. En promedio, la encuesta tarda aproximadamente 10 - 15 minutos en completarse. Vaya Ud. a la página web del CTR para obtener más información y el enlace de la encuesta:

Agradecemos mucho su disposición a participar en este estudio importante. Los resultados de esta encuesta se incluirán en un informe a la Legislatura Estatal, la Oficina del Gobernador, la Comisión Asesora de Sunset de Texas, DPS y el Departamento de Vehículos Motorizados de Texas. Si Ud. tiene alguna pregunta o comentario con respecto a este estudio, por favor no dude en ponerse en contacto conmigo por correo electrónico.

Muchas gracias,

Susanna Gallun (habla Español) Dr. M. Murphy (no habla Español)
UT Austin's Center for Transportation Research (CTR)
slgallun@utexas.edu

Example Email Sent to Principals and Superintendents

To: Principals Giddens, Barron, Nation, Lance and Holmes and Superintendents Harris, Dildine, Winters, May and Williams

By way of introduction, I am the Deputy Director of the Center for Transportation Research at the University of Texas at Austin - .

We have been contracted by the Texas Department of Public Safety (DPS) to conduct a study of the operations and efficiency of the Texas Drivers License and ID Card Program as directed by the State Legislature. I am the Project Director for this study.

As part of this study we are seeking information about the experiences and opinions of DPS driver license or ID Card customers, including teenagers, who have obtained a Texas Phase I Learner's Permit (ages 15 - 17), a Texas Phase II Provisional Driver's License (ages 16 - 18 or a Texas ID Card. Thus far, we have received very few completed surveys from drivers in their teens and are contacting high school principals and superintendents directly to request your help in reaching this age group. We will be contacting principals by county - Cass County is our thirty-first attempt at this approach.

We are asking for your help by providing High school students who are 15 years old or older with access to the following hyperlink to the survey which resides on the Center for Transportation Research website. The survey is being conducted using the professional Qualtrics Survey software - the survey responses are automatically uploaded to a Qualtrics database directly and are completely anonymous. There is no information requested or collected that can link the survey responses to any individual person or their personal identification information. We have obtained a UT Institutional Review Board (IRB) waiver for this survey since no personal or confidential information is requested.

https://ctr.utexas.edu/redirects/drivers_license_survey/

The survey will take roughly 15 minutes to complete and will provide very valuable information for use by CTR, DPS and the state legislature when making future decisions about the Driver's License and ID Card program.

If you would like more information regarding this request, please feel free to email or call me using the contact information given in my signature block. In addition, I have provided a link to the CTR website which you can access to obtain information about the Director, Dr. Amit Bhasin and me.

<https://ctr.utexas.edu/people/researchers/mike-murphy/>

[Mike Murphy | Center for Transportation Research](#)

Ph.D., PE Research Engineer CTR Deputy Director Email | (512) 232-3134 Quick Facts on Mike Murphy. Received a Ph.D. in Civil Engineering from UT Austin (1998), an M.S. in the same discipline from Oklahoma State University (1982), and a B.S. in Civil Engineering from the same university (1981)

ctr.utexas.edu

Again, I appreciate your consideration of this request and any support you can give in this regard,

Mike Murphy, Ph.D., P.E.
Deputy Director
UT - Center for Transportation Research
(512) 232-3134 (CTR)
(512) 300-3875 (cell)

Reply Forward
Sarah Dildine <dildines@hsisd.net>
Wed 1/29/2020 8:15 AM

To: Murphy, Michael R

We have sent it out to students via email at Hughes Springs ISD. THANKS!

Sarah Dildine
Superintendent
Hughes Springs ISD
871 Taylor Street
Hughes Springs, TX 75656
903-639-3803 (Office)
903-639-2624 (Fax)

www.hsisd.net

www.facebook.com/hsisd

Instagram: hughesspringsisd

Twitter: @HS_ISD

It's a GREAT day to be alive and a MUSTANG!

Request your assistance in distributing a Driver's License / ID Card survey to students

Murphy, Michael R
Wed 1/29/2020 8:29 AM
To: Sarah Dildine <dildines@hsisd.net>

Sarah -

Thank you very much for your support, I really appreciate it.

Please let me know if you have questions,

Mike Murphy, Ph.D., P.E.
Deputy Director
UT - Center for Transportation Research
(512) 232-3134 (CTR)

Appendix J. County Tax Assessor-Collector Survey on DLD Three Options

Tax Assessor-Collector Input on Senate Bill 616

Senate Bill 616 (86th Legislature) required DPS to enter into a contract with an independent third party to conduct a feasibility study that examines and makes recommendations on the management and operating structure of the driver license program, and the opportunities and challenges of transferring the program to DMV or creating a stand-alone agency. This contract was awarded to the University of Texas at Austin.

Tax assessor-collectors are a critical part of delivering vehicle titling and registration services to citizens under DMV's current structure. We will use your feedback to evaluate the pros and cons of potentially moving the driver license program to DMV.

Please take 5-10 minutes to provide your feedback. Thank you for your input.

Q1 County Office:

Q2 Opinion of DPS's current management of drivers license services to their constituents:

- 1 - Excellent Management (1)
- 2 - Good Management (2)
- 3 - Average Management (3)
- 4 - Poor Management (4)
- 5 - Very Poor Management (5)
- I don't know enough about this to comment. (6)

Q3 Opinion of DMV's current management of vehicle titling and registration:

- 1 - Excellent Management (1)
- 2 - Good Management (2)
- 3 - Average Management (3)
- 4 - Poor Management (4)
- 5 - Very Poor Management (5)
- I don't know enough about this to comment. (6)

Q4 What is your opinion of how the Legislature should address improving the function of the drivers license program administration / customer service?

- Keep the program at DPS, with changes to improve in place (1)
- Move the program to DMV (2)
- Create a separate agency for the program (3)
- I don't know enough about this to comment. (4)
- Other (5) _____

Q5 Please elaborate on your answer to the above question:

Q6 If DMV were to take over drivers license functions, do you think tax assessor-collectors should be involved in providing drivers licenses in the same offices, or keep the programs separate?

- Yes. In that scenario, DMV/state should expand drivers license services into tax assessor-collector offices (1)
- No. The current administration setup should stay; keep the two programs separate. The DMV should take over DPS offices, and tax assessor-collectors should keep VTR services only (with continued option to offer renewal services, as some offices currently do) (2)
- I don't know enough about this to comment. (3)

Q7 What other considerations do you think are important for the study team to contemplate when thinking about tax assessor-collectors' and DMV's current and potential future role in VTR services and/or drivers license services?

Q8 We may wish to contact you for follow-up information. Would you be willing to share your contact information with us?

- Yes (1)
- No (2)

End of Block: Default Question Block

Start of Block: Block 1

Display This Question:

If We may wish to contact you for follow-up information. Would you be willing to share your contact... = Yes

Q9 Name:

Display This Question:

If We may wish to contact you for follow-up information. Would you be willing to share your contact... = Yes

Q10 Email address:

Display This Question:

If We may wish to contact you for follow-up information. Would you be willing to share your contact... = Yes

Q11 Phone (optional):

Appendix K. County Tax Assessor-Collector Survey on VTR Transactions

Q1.

Texas Department of Public Safety (DPS)
Driver License and Texas ID Card Survey
The University of Texas - Austin
Center for Transportation Research (UT-CTR)

This survey is being conducted by UT-CTR for DPS at the direction of the Texas State Legislature.

This study involves evaluating three potential options for future management and operations of the DPS - Driver License Division. The three options include;

- 1) Driver License Division remains in DPS
- 2) Driver License Division is transferred to the Texas Department of Motor Vehicles
- 3) Driver License Division becomes a stand-alone state agency

We are very interested to obtain information about your County's experiences providing support for DMV Vehicle Title and Registration transactions.

If you have any questions or comments, please feel free to contact me at the following email address or telephone number.

Thank you very much.

Dr. Michael R. Murphy, P.E.

Deputy Director

UT Center for Transportation Research (CTR)

3925 West Braker Lane, Suite 4.344

Austin, Texas 78759

Phone: (512) 232-3134

Cell Phone (512) 300-3875 (best during COVID-19 sheltering)

Email: murphymr@mail.utexas.edu

CTR Website: <https://ctr.utexas.edu/>

IC2 Website: <https://ic2.utexas.edu/>

LBJ School Website: <https://lbj.utexas.edu/>

Q2. County name.

Q3. This survey was completed by the County Tax Assessor Collector's main office.

- Yes
- No

Q4. Including the main office of the County Tax Assessor Collector, how many county tax offices are there in your county that process Vehicle Title and Registration (VTR) transactions?

Q5. How many 'neighborhood' or 'partner' locations are in your county that perform vehicle registration sticker transactions? (e.g., grocery stores, AAA Offices etc.)

Q6. Please provide the total number of county tax office employees that serve in one of the following functional areas performing VTR activities:

	Full Time at Office	Part time at Office	Full Time - work from home	Part time - work from home
Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Supervisor	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Customer-facing in person transactions	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Accounting	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Mailroom	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Mailed-in transactions	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Call center or answer VTR telephone calls	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other VTR functions not listed	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Q7. If you have county employees that perform other VTR functions that were not listed in Question 6, please explain their function performing VTR transactions.

Q8. If you have DMV employees that are permanently assigned to work in your County Tax Office to process VTR transactions, please provide the number of DMV employees and their function(s).

Q9. Please provide your best estimate of the number of VTR transactions your county employees process on average per month. (Customer facing - in person transactions)

Q10. Please provide your best estimate of the number of mail-in VTR transactions that your county employees process on average per month.

Q11. Please provide your best estimate of the number of online VTR transactions from your county that are processed by the DMV online registration renewal website per month.

Q12. Please provide your best estimate of the average number of telephone calls your county employees answer each month that regard VTR questions.

Q13. Please provide your best estimate of the number of vehicle registration sticker transactions performed by 'neighborhood' or 'partner' locations in your county per month.

Q14. What is the average wait time, expressed in minutes, for a county tax office VTR customer? (Wait time = time the customer spends in line prior to being engaged by a customer facing county employee to perform the transaction).

Q15. What method(s) do you use to determine the customer wait times for Q14?

- We have a queuing system that tracks wait time when a VTR customer pulls a ticket.
- We have an appointment system that tracks wait time time when a VTR customer pulls a ticket
- We collect sample wait times which are then analyzed to determine averages.
- A DMV employee occasionally visits our county tax office(s) and collects DMV VTR customer wait time information. We are provided with the results.
- We use another method not listed above.

Q16. What is the average processing time, expressed in minutes, for a county tax office VTR customer? (processing time = time the customer spends with the customer facing county employee to perform the transaction) expressed in minutes.

Q17. What method(s) do you use to collect customer processing times that were used to determine the answer to Q16?

- We have a queuing system that tracks processing time when a VTR customer pulls a ticket.
- We have an appointment system that tracks processing time time when a VTR customer pulls a ticket
- We collect sample processing times which are then analyzed to determine averages.
- We use information provided by the DMV workstation which tracks start and end times for a VTR transaction.
- A DMV employee occasionally visits our county tax office(s) and collects processing time information. We are provided with the results.
- We use another method not listed above

Q18. Are there days that your office(s) have so many VTR customers that the waiting line extends outside your building?

- Never
- Very rarely, perhaps 1 day per year
- Rarely, perhaps 1 day per 6 months

- 1 day per month
- 2 days per month
- 3 days per month
- 4 days per month
- 5 days per month
- More than 5 days per month

Q19. If there are times the waiting line for VTR customers extends outside your building, can you please give a minimum - maximum wait time range for VTR customers under these conditions (e.g., 30 minutes to 1 hour 30 minutes)

Q20. If there are times the waiting line for VTR customers extends outside your building, please select each of the following reasons you think this occurs.

- A larger than average number of customers arrive near the 15th or 30th of the month because it is payday.
- A larger than average number of customers arrive at the end of the month - people sometimes forget or wait until the last minute to process their VTR transaction.
- Customers wait until near the end of the inspection due date to have their car inspected then come to the County office to perform a VTR transaction at the end of the month.
- Customers wait until they have several county and VTR transactions to perform then come to our office to process them all at the same time.
- Longer lines will form during the summer when school is out
- Longer lines will form during holiday periods
- A larger number of VTR customers is seasonal and related to the new vehicle model year involving purchases and sales of new / used vehicles.
- It is random, there is no way to predict when a long line of VTR customers will form.

Q21. If there are other reason(s) you think longer wait lines form to perform VTR transactions, please explain in the text box below.



Q22. People sometimes call our county tax office(s) 'DMV' because we process VTR transactions.

- Yes
- No

Q23. Do you think the fact that a county tax office also processes VTR transactions causes confusion for your customers who call your office 'DMV'? Select all answers with which you agree.

- New customers who have just arrived in the state are sometimes confused that, in Texas, a County Tax Office also processes DMV - VTR Transactions.
- Customers call our office DMV if they are processing a VTR transaction, but they may also call it either DMV or the County Tax Office if they are conducting county tax business.
- Customers are more confused about the fact that DPS processes driver licenses instead of DMV.
- There really is no customer confusion about combining a County Tax Office with the DMV VTR function.
- Customers sometimes think we also process driver licenses because we process DMV VTR transactions.
- There really is no confusion about the fact that DPS processes driver licenses instead of DMV.
- Customers are sometimes confused that a grocery store or other location, which is not a state agency, processes DMV registration sticker transactions.
- Customers would likely be confused if a County Tax Office processed driver licenses.
- Customers would likely not be confused if a County Tax Office processed driver licenses.

Q24. Please provide any additional comments you may have regarding Question 23

Q25. Our county has considered processing driver license replacements or license renewals. Please choose all answers that are applicable

- Yes, we have considered it but it was decided the \$5 fee per transaction was not sufficient to make it worthwhile
- Yes, we have considered it but it was decided that our county office staff could not handle the additional work load.
- Yes, we have considered it, but we would have to build additional offices or expand our current office space to provide more waiting area and this was considered too expensive.
- Yes, we considered this and have implemented processing driver license replacements or renewals in our county tax office(s).
- To my knowledge, we have not discussed our county tax office processing driver license replacements or renewals

Q26. Please provide additional comments about Q25 if needed

Q27. Our county tax office employee(s) have had incident(s) with verbally abusive VTR customers that required us to call the police or other law enforcement for assistance.

- Yes
- No

Q28. We are sometimes concerned that the number of VTR customers in our waiting area cause our office(s) to exceed the Fire Marshall's maximum building occupancy capacity.

- Yes
- Maybe

No

Q29. Have you ever had a customer complaint about the wait time related to a VTR transaction?

Never

Rare, perhaps 1 time per month

Occasionally, about 1 time per week

About 1 per day

More than 3 per day

More than 10 per day

Q30. Has your county tax office(s) ever been contacted by a county commissioner, county judge or other county official regarding a customer complaint about having to wait outside your office in line for a Vehicle Title and Registration transaction?

Yes

No

Q31. What were the main issues regarding the complaint?

The customer was unhappy because they thought the wait time was too long

The customer was unhappy because they had to wait outside the County Office in line

The customer was unhappy because it was hot, cold or raining while they waited outside the Office

The customer was unhappy because they had to wait outside, and did not learn until they talked to a county employee inside the building that they did not have all of the needed paperwork, so could not complete the transaction.

The customer was unhappy because they had to wait outside the building and did not learn until they were inside that the DMV computer or communication line was down and their VTR transaction could not be processed.

The customer was unhappy because there were not enough county employees processing VTR transactions.

The customer was unhappy because there was insufficient parking spaces near the County Office

Q32. Has your county tax office ever been contacted by a state legislator's office regarding a customer complaint about having to wait outside your office in line for a Vehicle Title and Registration transaction?

- Yes
- No

Q33. What were the main issues regarding the complaint?

- The customer was unhappy because they thought the wait time was too long
- The customer was unhappy because they had to wait outside the County Office in line
- The customer was unhappy because it was hot, cold or raining while they waited outside the Office
- The customer was unhappy because they had to wait outside, and did not learn until they talked to a county employee inside the building that they did not have all of the needed paperwork, so could not complete the transaction.
- The customer was unhappy because they had to wait outside the building and did not learn until they were inside that the DMV computer or communication line was down and their VTR transaction could not be processed.
- The customer was unhappy because there were not enough county employees processing VTR transactions.
- The customer was unhappy because there was insufficient parking spaces near the County Office

Q34. Do you think that once county and state offices are reopened for business that COVID-19 social distancing practices will impact VTR wait times, processing times or wait line length?

An empty text input field with a light gray background and a thin border. It features a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, indicating it is a scrollable area for text entry.

Q35. Do you have any other comments you would like to make?

An empty text input field with a light gray background and a thin border. It features a vertical scrollbar on the right side and a horizontal scrollbar at the bottom, indicating it is a scrollable area for text entry.