



Service Oklahoma

FY 2025 Budget Hearing Presentation

Submitted by: Jay Doyle, Chief Executive Officer

Jay Doyle

Director and Chief
Executive



Service Oklahoma serves as the provider of driver and motor vehicle services for the State.

Founded in **2022**, Service Oklahoma administers the State's Drivers Licensing and Motor Vehicle Services.

Service Oklahoma also oversees licensed operators, formerly motor license agents, who are the primary providers for in-person services within the State.

Agency Vision, Mission and Core Values

Vision: At Service Oklahoma we aspire to be the most customer centric state in America.

Mission: Simply put, we want to remove the stress with navigating government services by providing a best-in-class customer experience.

Core Values: Pioneering, Authentic, Reliable, Neighborly, A Trusted Teammate



Accomplishments

Top accomplishments for FY 2023 - FY 2024

Contact Center: When Service Oklahoma took over operations of driver license services the contact center for citizens was virtually non-existent. In the five months prior to the transition to SOK the overall answer rate of incoming calls to the contact center was 6%. Significant strides have been made in this area, resulting in increased answer rates. In the month of October of 2023 more than 48k calls were answered with a total answer rate of 90.1%. Inquiries are also being resolved with a high level of satisfaction, resulting in an overall satisfaction score 6.1 out of 7.00 for the month of October.

Online Services: Service Oklahoma is continually driving to make services more accessible and easier to obtain for our residents and a big driver of those efforts is to ensure more services are available online, since our inception SOK has improved or launched almost a dozen online products and services. The services have been well received which unfortunately overwhelmed back-office staff resulting in delays in processing some of these products. Service Oklahoma has since put adjusted the roles of back-office employees to better support in fulfilling these orders as well implemented processes to handle the influx of online requests more efficiently.

In-Person Services: During the transition of driver license services from the Department of Public Safety to Service Oklahoma, Service Oklahoma had to move the customer intake space from the DPS headquarters to the new Service Oklahoma headquarters. With a focus on increasing the customer experience and capacity for citizens, Service Oklahoma opened this new location in February of 2023 with a more customer centric approach to the DMV experience. This location is seeing almost four times as many citizens as the previous location and has created a more pleasant experience for our citizens.

Staffing levels and extended hours/switch to part-time staffing. Service Oklahoma is currently deploying almost 90 additional driver license terminals across the state increasing capacity at the highest volume Licensed Operators and Service Oklahoma operated locations. This will potentially allow an additional 40,000 Oklahomans to be served each month.

Back Office: Service Oklahoma has continued to refine and optimize processes and systems leading to increased production per employee. This includes the implementation of optical character recognition for paper collision, conviction and citation reports received from jurisdictions across the state, reducing the amount of time staff is required to spend manually entering these reports to drive records.

Service Oklahoma implemented robotic process automation which handles all initial validations for online renewals, reducing the amount time a Service Oklahoma employee spends with each renewal from five minutes to less than 30 seconds. The backlog, which once stood at over a month is now completely eliminated and renewals are being processed within 48 hours of submission.



Challenges

Top Challenges (current & upcoming years)

- 1) The system of record for Drivers License Services is unstable with a multitude of reporting and data integrity issues. Additionally, latency issues result in significantly longer transaction times than peer states. In the coming year, Service Oklahoma intends to award a contract for replacements system and begin the work to replace the existing system, with a goal of the system being active prior to the Federal Real ID deadline.
- 2) As of May 7, 2025 residents will be required to have a Real ID compliant driver's licenses or identification card to fly or enter Federal buildings. Service Oklahoma is well on the path to compliance, with the State having issued 1.25M Real IDs as of August 1, 2023. Maintaining and ensuring preparedness for the rush will remain crucial as the deadline approaches.
- 3) As businesses and industries grow in the State of Oklahoma, so do the challenges of recruiting and retaining employees for Service Oklahoma. The first is balancing the speed and quality in hiring employees. The second is the agency's turnover and retention rate, specifically for Driver License Examiners. The agency is taking proactive steps to alleviate these challenges by providing professional development and clear pathways for career progression. Additionally, exit interviews have begun for employee's separating from the organization to ensure systemic issues related to these positions are being addressed.
- 4) Service Oklahoma's legal team has seen a drastic increased in district court appeals (DCAs) in DUI cases, mainly due to the repeal of the administrative hearing opportunity in 2019 and in the repeal of the Impaired Driver Accountability Program (IDAP) provision which kept a person's revocation off their driving record. The only remaining options a person has is to enroll in Board of Test-IDAP and complete the requirements for reinstatement or file a petition in District Court. This has led to a large increase in the DCAs filed. For example, in Oklahoma County in 2021 (during "optional IDAP"), there were 91 total DCAs filed. In 2023, through August 31, there have been 205 DCAs filed in Oklahoma County.



Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement*	FY 2023 (Actual \$ Savings)	FY 2024 (Projected \$ Savings)	FY 2025 (Projected \$ Savings)
Optimize Employee Processes	<i>Implementing optical character recognition for paper collision, conviction and citation reports.</i>	<i>FTE</i>	<i>N/A</i>	<i>N/A</i>	<i>5 FTE</i>
Optimize Online Renewal Processes	<i>The online license renewal process steps were reduced, and robotic process automation was initiated.</i>	<i>Time (T)</i>	<i>N/A</i>	<i>40 Days</i>	<i>N/A</i>
Consolidated Business Services	<i>Merging driver and vehicle services.</i>	<i>FTE</i>	<i>N/A</i>	<i>8 FTE</i>	<i>4 FTE</i>
Optimize Transaction Time	<i>Streamlined processes to ensure that written tests are available nearly immediately upon arrival.</i>	<i>Time (T)</i>	<i>N/A</i>	<i>1.5 HRS</i>	<i>.5 HRS</i>
Reduction of Time for Receipt	<i>In-state printing of driver license</i>	<i>Time (T)</i>	<i>N/A</i>	<i>N/A</i>	<i>5 Days*</i>

* Could be more if fewer credentials are returned as undeliverable mail



Agency Goals and Key Performance Metrics

Goal		Metric	FY 22 Actuals	FY 23 Actuals	FY 24 Target	FY 29 Target
1	Ensure frontline positions are adequately staffed to provide full capacity of services to citizens	Percentage of vacant driver license examiner positions.	N/A	25%	12%	7%
2	Improves customer satisfaction with government services by reducing citizen wait time for standard driver license services.	Amount of time from check in to being seen by a representative (hours)	N/A	2+	1	.1
3	Reducing the number of paper titles in circulation will lead to a reduction in title fraud and counterfeiting.	Number of paper titles in circulation	4,511,302	4,478,875	2,302,325	639,839
4	Reduction in overall transaction time for driver license and motor vehicle transactions for citizens.	Average transaction time (minutes)	+20	+20	+20	8
5	Increase the call answer and resolution rate for driver license and motor vehicle services	Percentage of calls answered	~6%	67%	90%	95%
6	Improve the processing and delivery time for online transactions (driver license and motor vehicle services)	Time between online order and fulfillment date	~+30 days	~+30 days	2 days	2 days
7	All Oklahomans have access to in person services provided by Service Oklahoma	Percent of population within 20 miles of a Service Oklahoma location	72%	72%	80%	95%



Projects for FY 2024 - 2025

Projects

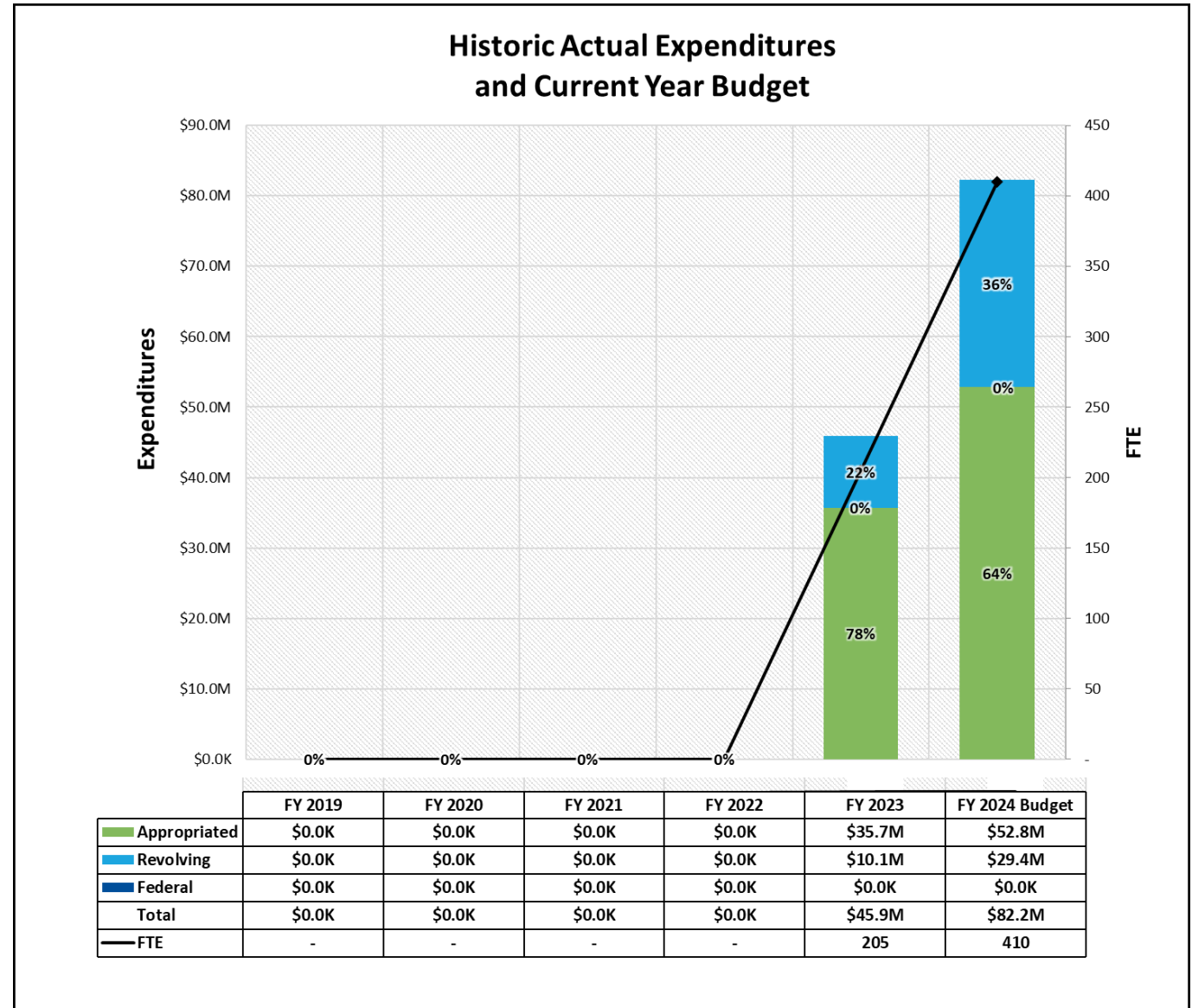
- 1) Better utilizing our existing infrastructure of Licensed Operator locations across the state: We are currently training our 240 Licensed Operators on processing out-of-state transfers and original driver license issuance. These services were previously only offered at the 30 SOK run facilities. By increasing the accessibility of these services, we will significantly decrease the stress on state locations improving wait times and experience.
- 2) Service Oklahoma is currently deploying almost 90 additional driver license terminals across the state increasing capacity at the highest volume Licensed Operators and Service Oklahoma operated locations. This will potentially allow an additional 40,000 Oklahomans to be served each month.
- 3) Adjusting to peak time or changes in customer demand: We are currently in the process of hiring and onboarding approximately 90 part-time staff that will allow us to increase hours and have more capacity during peak times while also providing the state significant savings.
- 4) Implementing live wait times: On September 15, a new queue management system in our Oklahoma City location was deployed. Live wait times are displayed, and citizens are allowed to join the queue prior to coming to a SOK location. This will significantly improve the citizens experience eliminating the perceived need to come early to wait in line. This will replace the legacy appointment and queuing system inherited from DPS that made it nearly impossible for citizens to get an appointment. This system will be deployed to all 30 SOK locations by the end of CY23 with plans of offering and onboarding interested Licensed Operators in the first and second quarters of CY24.
- 5) Improving the experience for first time drivers: Service Oklahoma initiated the pilot of two new dedicated drive test centers in Oklahoma City and Broken Arrow. These locations will solely offer drive tests to first time drives in the state with the ability to provide 150 drive tests per day per location.
- 6) Currently after a citizen passes their driver's test with a certified driving school in the state they are required to come in-person to one of our locations to upgrade their driver's permit to an intermediate license. Service Oklahoma is testing the ability for driving schools to submit these license upgrades digitally, eliminating the need for citizens to come into a physical location after they pass their test. If the pilot is successful, this has the potential to eliminate the need for 70,000 citizens to see us in-person.



Historic Actual Expenditures (FY 2019-23) and Current Year Budget (FY 2024)

Explanation of Significant Changes and Trends

Service Oklahoma started as a division of the Office of Management and Enterprise Services in FY23. FY23 budget accounted for 8 months of Driver License Services (transitioned from DPS on 11/1/2022) and 6 months of Motor Vehicle Services (transitioned from OTC on 1/1/2023). FY24 budget accounts for a full year of providing all of SOK's given duties.



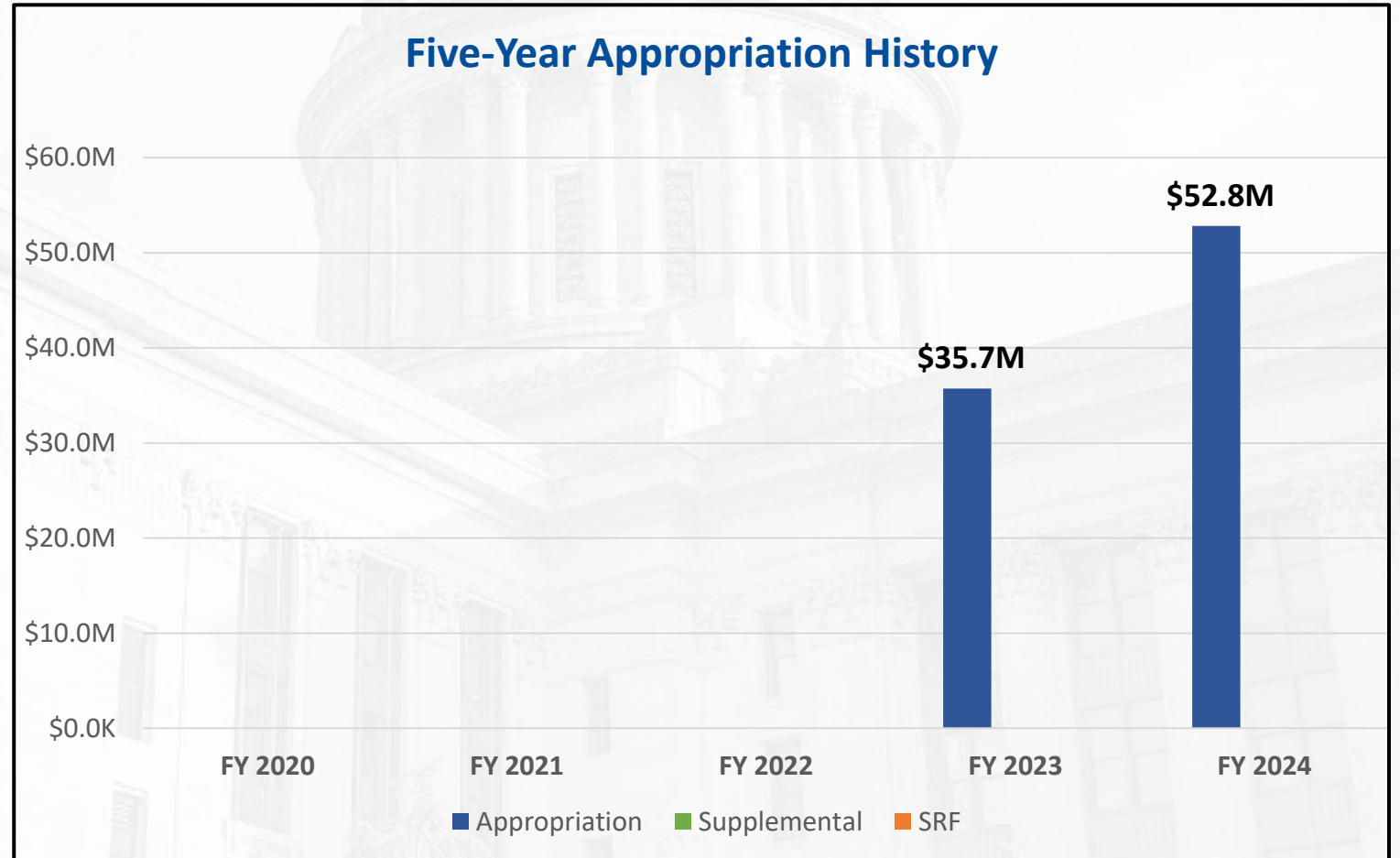


FY 2024 Budgeted Full Time Equivalents (FTE)

	FY 2024 Budgeted FTE
Total FTE	410
Supervisor FTE	48
Supervisors to Total FTE Ratio (%)	11.7%

Appropriation History

Fiscal Year	Legislated Appropriation (\$) (Includes supplementals and SRF/ARPA.)
FY 2020	0
FY 2021	0
FY 2022	0
FY 2023	35,737,000
FY 2024	52,822,651



**Includes Supplemental and Statewide Recovery Fund (ARPA) appropriations.*



Financial Resource Analysis

Carryover	FY 2020	FY 2021	FY 2022	FY 2023
Total appropriated carryover amount expended (\$)	\$0	\$0	\$0	\$0

Historical Cash Balances	FY 2020	FY 2021	FY 2022	FY 2023
Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i>	\$0	\$0	\$0	\$7,542,650

Class Fund # <i>(Unrestricted only)</i>	Class Fund Name <i>(Unrestricted only)</i>	Current cash balance (\$)
233	Service Oklahoma Revolving Fund	\$5,653,144
234	Service Oklahoma Reimbursement Fund	\$840,059
235	Service Oklahoma Computer Imaging System Revolving Fund	\$1,048,187
	Total Current Unrestricted Fund Cash balance:	\$7,541,390

Fiscal Year	Agency's plan to deploy unrestricted cash (including amounts):
	0.6M carried forward for operational expenses.
FY 2024	Approximately 4.9M to be deployed to support replacement of the Driver License system beginning in FY 2024; any remainder to be carried forward into future fiscals.
FY 2025	
FY 2026	



Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.

FY 2023 Incremental Appropriation Review

<i>Purpose of appropriation increase / decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Included in FY24 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
FY 2023				
Appropriation Increase for MV to Service Oklahoma (from OTC) 6 months	\$3,920,000	Yes	Yes	
Appropriation Increase for DL to Service Oklahoma (from OKDPS) 9 months	\$10,988,000	Yes	Yes	
Appropriation not from transfer of OTC and OKDPS approps	\$13,329,000	Yes	Yes	
Advanced Appropriation not from transfer of OTC and OKDPS approps	\$7,500,000	Yes	Yes	
	\$			
	\$			
	\$			
	\$			
Total adjustment	\$35,737,000			



**Do not include SRF / ARPA appropriation increases.*

FY 2024 Incremental Appropriation Review

Purpose of appropriation increase / decrease	Amount of increase or decrease (\$)	Does this need to be included in your FY 2025 appropriation? (Yes/No)	If yes, included in appropriation for same purpose? (Yes/No)	If not included for same purpose, please explain.
FY 2024				
FY23 budget accounted for 8 months of Driver License Services (transitioned from DPS on 11/1/2022) and 6 months of Motor Vehicle Services (transitioned from OTC on 1/1/2023). FY24 budget accounts for a full year of providing all of SOK's given duties.	\$17,085,651	Yes	Yes	
Appropriation transferred to the Building and Facility Revolving Fund operated by the Office of Management and Enterprise Services for the purpose of maintaining state buildings.	\$25,349	No		
	\$			
	\$			
Total adjustment	\$17,111,000			



**Do not include SRF / ARPA appropriation increases.*