**OREGON
DEPARTMENT OF TRANSPORTATION
DRIVER & MOTOR VEHICLE SERVICES
(DMV)**

**AWARD CATEGORY:
DIGITAL SERVICES
GOVERNMENT TO CITIZEN**

NEXT IN LINE:
A SEAMLESS DMV EXPERIENCE

MARCH 2023 - OCTOBER 2023

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EXECUTIVE SUMMARY

Walk into any of Oregon DMV's 59 field offices or hop online to make an appointment, and your experience will be very different than it would have been a year ago. In the office, you may notice the sense of calm and the multilingual check-in kiosks. You may also be struck by what you don't see: long lines and people waiting, because queued customers now have the option to leave the office and get notified via text when they should arrive for their turn.

Online, you'll schedule your appointment on fewer and simpler screens—with new communication options, like helpful text reminders to ensure you don't miss your appointment. Should you need to reschedule your appointment, an easy rescheduling capability will guide you through the process, and your canceled reservation will be available to others, instantly.

These enhancements are all part of FastQ, our new mobile-based scheduling and lobby management platform. DMV launched the service in just five months, leveraging modern technologies and our partnership with Fast Enterprises (FAST). Our system integration enables harmonious operations, data sharing, and enhanced awareness of customer needs—creating a better, more digital customer experience that we're proud to offer.

IDEA

Here's Your Queue

As a regulatory and customer-driven organization that provides essential services for **over 3 million licensed drivers and 4 million registered vehicles**, DMV recognizes the impact of service availability on customers. We serve 13,000 customers per day in field offices, and while expanding online and virtual services remains a priority, many transactions still require in-person assistance.

Pre-pandemic, DMV had an antiquated system for in-office queuing and no system for scheduling. The queuing system—essentially a ticket printer coupled with a database—did its best to calculate and track office wait times, but it was error-prone, difficult to maintain, and lacked the ability to integrate with OLIVR, DMV's new core system for driver licensing and vehicle registration. Staff couldn't triage and serve customers efficiently and had to manually assess individual needs on the fly.

The COVID-19 pandemic, historic wildfires, and a major ice storm accelerated our needs for a better solution to increase efficiency and accessibility. Capabilities like canceling appointments en masse for office closures and allowing prioritized online rescheduling for impacted customers became critical needs.

In 2022, DMV sought to improve customer service, staff morale, and productivity by pursuing a comprehensive appointment scheduling and lobby management solution.

We partnered with FAST to integrate their modern solution, FastQ, into OLIVR, as well as our online self-service portal and call centers. This integration gives leaders vast data analytics and tools to inform strategic decisions.

IMPLEMENTATION

Maximizing Resources

We began by leveraging third-party partnerships and enterprise solutions. After defining goals and evaluating options, DMV chose FastQ, which aligned with several state and agency priorities:

- "A core part of my vision for the next four years is to improve customer service for Oregonians....That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians." *—Governor Kotek's letter to agency leaders, January 2023*

- "Put people first and commit to digital transformation" and "Embrace agile practices, empowered teams, and incremental delivery—generating quick wins and building momentum."
  —Enterprise Information Services Modernization Playbook Overview

- "Leverage proven technology solutions. Upgrade information systems to enable response to changing customer, stakeholder, and employee needs, while carefully managing risks."
  —Oregon DMV Strategic Plan

COLLABORATION AND ENTERPRISE SOLUTIONS

This enterprise-class application is hosted at the state data center and built utilizing the Microsoft stack, providing a robust and flexible foundation for our operations. High-availability, low-cost cloud-based SMS/text capabilities allow us to message customers through reliable web protocols that adhere to stringent security standards.

This architecture matters because it enables us to achieve several key objectives. First, the enterprise-class application affords us the flexibility to seamlessly integrate new functionalities. Second, hosting the application at the state data center ensures enhanced security and management frameworks, safeguarding sensitive data and optimizing system performance. Finally, the use of standardized protocols and meticulous endpoint management ensures adherence to security standards, safeguarding our system against potential vulnerabilities.

ACCESSIBILITY AND EQUITY

To ensure usability and system clarity for all customers, we coordinated user-experience feedback sessions with parties outside of DMV and engaged with local language and dialect reviewers, accessibility organizations such as the Oregon Commission for the Blind, and the ODOT's Office of Equity and Civil Rights. We performed testing to detect and eliminate socioeconomic, sensory, language, mobility, and technological barriers.

Our digital and in-office changes prioritized compliance with Americans with Disabilities Act (ADA) and Web Content Accessibility Guidelines (WCAG). Across 59 offices, we installed 123 large monitors to keep hearing-impaired customers informed, as well as 104 kiosks at all entryways for easy self-service. Our online portal offers:

- Clearer user paths and simplified layout

- Multilingual toggling

- Keyboard navigation

- Accessible color schemes and visual setting options

- Responsive design for different devices

- 24/7 availability which assists customers who struggle to access services in person and/or during business hours, including underserved and rural populations

ACCELERATED DELIVERY

When DMV began initial solution discovery research in 2022, we did not expect to launch a new system until September 2024. However, by leveraging existing partnerships and our core system, we were able to start the project in March 2023 and launch the first three pilot offices in August 2023. The statewide rollout was completed just two months later in October 2023 with no major issues in the 59 field offices.

COMPLETED
**11 MONTHS**
AHEAD OF SCHEDULE

WHAT WE LEARNED

Collaboration – Leveraging our existing partnership with FAST helped us make seismic change in a swift, cost-efficient manner.

User Experience – In a customer-facing project of this nature, it's imperative to include user experience testing as early and often as possible. This proactive approach not only enhances user satisfaction but also minimizes the need for costly and timely adjustments down the line.

IMPACT

A New Era of Customer Service

This project embodies Oregon's vision for the future of DMV services: meet customers where they are and give them options they didn't have before. This philosophy is also manifested in other DMV projects, such as our new online driver knowledge tests and the upcoming
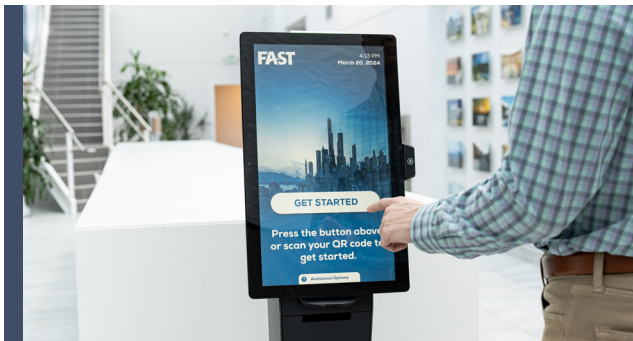
implementation of self-service kiosks.
In maximizing appointment availability and flexibility for customers, we completely transformed the customer journey:

- Customers can schedule appointments online, using real-time information to make informed decisions.

- FastQ employs security and privacy best practices, including measures to guard against fraudulent or machine-driven appointment scheduling.

- Customers receive texts and/or emails to confirm, cancel, or reschedule their appointments.

- Customers have touchless check-in options at the office using their phone or QR code at an ADA-compliant kiosk. This enhances customer privacy, as they are not required to enter their personal information in public.

- Large screen displays in the offices help keep customers informed.

- FastQ texts estimated wait times to walk-in customers at check-in, enabling customers to leave and come back without losing their spots in line.

- Customers receive texts when it's their turn.

Our staff love the new platform. They report feeling less tired—and that their voices are less hoarse—at the end of the day. They say they hadn't realized how much they were shouting over the noise of the crowded lobbies to announce ticket numbers. Life is easier, thanks to:

- Resource-based queuing, which improves traffic flow and customer satisfaction

- Customer self-service, system consolidation, and automation, which reduce staff burden

- Real-time system awareness of cancellations and rescheduling for up-to-date appointment availability

- Better data availability, including detailed tracking of wait time, location, transaction type/duration, and repeated transactions across multimodal service channels (e.g., field office, online, kiosks)

- Improved ability to react to emergency needs or declarations

- Flexible system settings and predictive scheduling capabilities

FastQ has also better prepared us to serve the influx of customers as we near the Real ID deadline of May 7, 2025. As Real IDs require in-person activities, the efficient communication, scheduling, and service that FastQ provides will be crucial.

BY THE NUMBERS

1.1M+ CUSTOMERS
SERVED VIA FASTQ IN FIRST SEVEN MONTHS

~200K TEXT MESSAGES
SENT EVERY MONTH

68% DECREASE
IN CUSTOMER WAIT TIMES

33% DROP
IN CUSTOMER SERVICE CALLS

~20% REDUCTION
IN NO-SHOWS

78 MORE TRANSACTIONS
PERFORMED DAILY

170K PHONE NUMBERS
HAVE OPTED INTO SMS SO FAR

3X FASTER
TO BOOK AN APPOINTMENT ONLINE

~24K APPOINTMENTS
SCHEDULED ONLINE PER MONTH

1/3 FEWER
SCREENS AND CLICKS WHEN BOOKING APPOINTMENTS

4X MORE REPORTS
TO SUPPORT DATA-DRIVEN DECISION MAKING

PROJECT COMPLETED
15% UNDER BUDGET

FEEDBACK

"Excellent customer service and short wait times."
—Customer

"Coming from a nearby state, it was shocking how modern and updated the DMV on 205 in Portland is, including processes and technology." *—Customer*

"Everyone I have interacted with is great and I like the new kiosks and number system." *—Customer*

"Overall, a pleasant experience. I like the new changes in seating, and the digital check-in showing wait times is a helpful feature." *—Customer*

"FastQ makes it possible for managers to intervene during unproductive time periods or on days we are short-staffed—and there is an easy way to measure impact on the team." *—Field Manager*

"The sister of a hearing-impaired customer was there to help him. She made a point of coming to tell me that he felt 'seen' by DMV and that he appreciated the ability to see where he was in line as well as know that his number had been called and which window to go to—all made possible by the FastQ system." *—Field Staff*

WHAT'S NEXT?

This solution is the foundation of our customer experience. Other future developments include:

- Kiosk appointment scheduling (e.g., customers get QR codes to priority-schedule follow-up appointments)

- SMS messaging to influence future customer behavior (e.g., set up an account to skip the line next time, satisfaction surveys, etc.)

- Data analysis to understand customer behavior patterns

- Virtual appointments (service via phone or video), which are compatible with FAST software

- Mobile ID check-in for improved security and convenience

CONTINUOUS INNOVATION

With the success of our FastQ implementation, customer satisfaction remains high. Oregon DMV continues to offer more self-service options, including online driver license renewal and online proctored knowledge testing, and soon, self-service kiosks. We've built a culture of continuous innovation, inviting input from staff and stakeholders to enhance our use of technology and exceed expectations—one customer at a time.