



**Driver License
Division**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

To license and regulate drivers in Utah and promote public safety.

The mission of the Communications Bureau is to provide effective communications support for public safety agencies, provide useful communications service for the public, and efficiently manage the state's public safety communications resources.

- **General Public/Drivers** - Expect reasonable wait times at the office and clear information about license and ID requirements from knowledgeable staff. Ensure transparent communication, impartial assessment of driving ability, unbiased service, and high standards of customer service.
- **Law Enforcement Agencies** - Expect accurate and reliable identification data, along with clear communication about license suspensions, revocations, and restrictions. They require secure, verifiable credentials that are difficult to counterfeit.
- **Government Agencies** - Expect collaboration and data sharing for public safety. The division must be in compliance with federal and state law, with interoperable systems for data exchange.
- **Legislators** - Expect effective implementation of enacted laws, accountability in achieving performance goals, and feedback on the impacts of legislation. The division provides input on the operational impact of proposed legislation and assurance that funds are managed efficiently.
- **Healthcare Professionals** - Expect clear guidelines for assessing physical and mental fitness to drive, a clear submission process for medical and vision forms, and confidentiality when reporting concerns about a patient's ability to drive safely.
- **Community Outreach/Programs** - Expect engagement to build relationships, provide services, and foster collaboration with community groups.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

- **External Engagement**
- **Innovation & Adaptability**
- **Collaboration**
- **Operational Efficiency**
- **Individual Development**

EXTERNAL ENGAGEMENT

- **Goal:** Gather customer feedback on their online experience and work to enhance the website and in-person interactions.
- **Objectives:**
 - ADA digital accessibility. Strategically manage website content and functionality to promote an engaging and up-to-date user environment.

Objective	Strategy	Key Employees	Timeline	Status
#1	Manage website content for user engagement	Manager Team Lead, Trainer, DPS Communication team, DTS	Continuing	Complete

- **Milestones:**

- Create ADA digital accessibility for the website.
- Run the PopeTech Tool (provided by DTS) to identify issues.
- Monitor the website and remediate as needed.
- Update PDF forms to Ninja.

- **Objectives:** Engage with vendors to confirm the proper functioning of online services and address any complaints received.

Objective	Strategy	Key Employees	Timeline	Status
#2	Engage vendors with any complaints received	Manager, Team Lead, Trainer, Administration	Continuing	Ongoing

- **Milestones:**

- Updates to the MVR online process.
- Launched a new practice test.
- Meeting with the vendor to discuss complaints received on Qualtrics.
- Continue to monitor feedback to improve our satisfaction score to a minimum of 4.0.
- Continued communication with the vendor.

EXTERNAL ENGAGEMENT

- **Objectives:**

- Monitor survey responses from in-person visits to identify trends, areas for improvement, and customer satisfaction levels.

Objective	Strategy	Key Employees	Timeline	Status
#3	Analyze visit surveys to improve satisfaction	Bureau Chief, Driver Services, Field Managers, Supervisors, Examiners/Hearing Officers	Continuing	Ongoing

- **Milestones:**

- Modified intake procedures in response to feedback from office surveys.
- Increased skills test appointments.
- Continue to monitor feedback.
- Provide additional training when trends show issues in knowledge (location, area, division).
- Maintain a satisfaction score of 4.0 or higher.

- **Objectives:** Communicate effectively with managers and supervisors regarding any received complaints, ensuring prompt attention and appropriate action. Facilitate discussions to determine if changes to procedures, policies, or training programs are necessary to address the root causes of complaints and enhance overall service quality.

Objective	Strategy	Key Employees	Timeline	Status
#4	Discuss complaints to improve service quality.	Bureau Chief, Driver Services, Field Managers, Supervisors, Examiners/Hearing Officers	Continuing	Ongoing

- **Milestones:**

- Review and update policies and procedures on a quarterly basis.
- Communicate with staff regarding complaints. Provide new and additional training on a quarterly basis.

- **Measurement and Accountability:**

- Success will be measured by delivering expert knowledge, improving customer satisfaction, and expediting service interactions. We aim to maintain a minimum satisfaction score of 4.0 on the Qualtrics satisfaction survey for both website and in-person services.

INNOVATION & ADAPTABILITY

- **Goal:** Enable agencies to report DUIs electronically.
- **Objectives:**
 - Add at least one new agency a month to the eDUI process.

Objective	Strategy	Key Employees	Timeline	Status
#1	Add one new eDUI agency monthly	Records Bureau Chief, Manager, DUI, DUI Supervisor, DTS, Vendors	Continuing	Ongoing

- **Milestones:**
 - Onboarding: SLC PD, Riverton PD, Herriman PD, SSLPD, Taylorsville PD, WV PD and WJ PD.
 - Agencies are currently programming their system.
 - DLD will offer training and assistance to LEA's during the transition.

- **Objectives:** Obtain testing account for UHP to begin testing in their new RMS.

Objective	Strategy	Key Employees	Timeline	Status
#2	Obtain testing account for UHP to begin testing in their new RMS	Records Bureau Chief, DUI Manager, DUI Supervisor, DTS, Vendors	Continuing	Ongoing

- **Milestones:**
 - Conduct testing with UHP.

- **Objectives:** UHP begins submitting DUI reports through the eDUI system.

Objective	Strategy	Key Employees	Timeline	Status
#3	UHP begins eDUI report submissions	Records Bureau Chief, DUI Manager, DUI Supervisor, Driver Improvement Manager, DTS, Vendors	Continuing	Ongoing

- **Milestones:**
 - Test UHP DUI arrest reports through eDUI.
 - Successful acceptance of UHP DUI reports.
 - DLD will offer training and assistance to LEA's during the transition.

- **Objectives:** Meet with agencies/vendors outside of the Wasatch Front to initiate the necessary programming for submitting eDUI's.

INNOVATION & ADAPTABILITY

Objective	Strategy	Key Employees	Timeline	Status
#4	Initiate eDUI programming outside Wasatch Front	Records Bureau Chief, DUI Manager, DUI Supervisor, DTS, Vendors	Continuing	Ongoing

- **Milestones:**

- Outreach to LEA's to initiate the process of adding more agencies on a monthly basis.
- DLD will offer training and assistance to LEA's during the transition.

- **Measurement and Accountability:**

- Success will be measured by delivering expert knowledge, improving customer satisfaction, and expediting service interactions. We aim to maintain a minimum satisfaction score of 4.0 on the Qualtrics satisfaction survey for both website and in-person services.

COLLABORATION

- **Goal:** Expand the issuance of virtual identification cards for the unsheltered by partnering with more shelters across the state.
- **Objectives:**
 - Meet with additional shelters outside the Wasatch Front.

Objective	Strategy	Key Employees	Timeline	Status
#1	Meet additional shelters outside Wasatch Front	Bureau Chief Driver Services, Manager Project Lead	Continuing	Ongoing

- **Milestones:**
 - Davis County: Reach out and schedule a meeting to discuss the program.
 - Weber County: Reach out and schedule a meeting to discuss the program.
 - Research other areas throughout the state to determine needs.

- **Objectives:** Onboarding on new shelters.

Objective	Strategy	Key Employees	Timeline	Status
#2	Onboarding on new shelters	Bureau Chief Driver Services, Manager Project Lead, Driver Improvement Manager	Continuing	Ongoing

- **Milestones:**
 - Meet with shelter management to assist with training and implementation of the program.
 - Train DLD Hearing Officers in needed locations to assist applicants virtually.

- **Objectives:** DLD will respond promptly when shelters request a virtual visit.

Objective	Strategy	Key Employees	Timeline	Status
#3	Prompt response when shelters request a virtual visit.	Manager Project Lead, Driver Improvement Manager	Continuing	Ongoing

- **Milestones:**
 - Response time will be monitored daily.
 - Collect statistics to ensure transaction times are within reason on a monthly basis.
 - Delivery of the temporary identification card is made weekly.

- **Measurement and Accountability:**
 - Success will be evaluated by the increase in partnerships with shelters across the state and the resulting expansion of card issuance to the unsheltered population.

OPERATIONAL EFFICIENCY

- **Goal:** Develop and implement an integrated in-house camera solution in collaboration with DTS to efficiently capture license and identification photographs, thereby eliminating the necessity for DLD to engage a contracted vendor.
- **Objectives:**
 - Internal testing to determine satisfactory image quality with dual camera configuration.

Objective	Strategy	Key Employees	Timeline	Status
#1	Prompt response when shelters request a virtual visit.	QA Manager, QA Program Coordinators, Fraud Identity Coordinators, DTS	Continuing	Ongoing

- **Milestones:**
 - Update the message handler and DL system on the computer designated for testing.
 - Conduct test photos in pilot office utilizing new camera configuration

- **Objectives:** Pilot of new cameras in select field offices.

Objective	Strategy	Key Employees	Timeline	Status
#2	Pilot new cameras in field offices	QA Manager, QA Program Coordinators, Fraud Identity Coordinators, Field Managers & Supervisors, Examiners, DTS	2026	Ongoing

- **Milestones:**
 - Procure necessary equipment for pilot.
 - Install equipment in pilot locations.
 - Provide training to field personnel.

- **Objectives:** Complete field office pilot testing.

Objective	Strategy	Key Employees	Timeline	Status
#3	Finalize field office pilot testing	QA Manager, QA Program Coordinators, Fraud Identity Coordinators, Field Managers & Supervisors, Examiners, DTS, DLD Warehouse	2026	Ongoing

- **Milestones:**
 - Complete pilot program
 - Purchase necessary equipment for the remaining offices.
 - Complete necessary requests and schedule an installation appointment for the equipment at the prison.

OPERATIONAL EFFICIENCY

- **Objectives:**

- Remove vendor cameras and install new DLD cameras.

Objective	Strategy	Key Employees	Timeline	Status
#4	Replace vendor cameras with DLD cameras	QA Manager, QA Program Coordinators, Fraud Identity Coordinators, Field Managers & Supervisors Examiners, DTS, DLD Warehouse	2026	Ongoing

- **Milestones:**

- Initiate the replacement of existing cameras.
- Supervisory staff, QA, and Fraud departments shall continue monitoring image quality and the associated questionnaire for issues originating from the new offices.
- All offices live as of 2026.

- **Measurement and Accountability:**

- The project's success is measured by the successful completion and deployment of the internal capture station by 2026, which will lead to the removal of the vendor's equipment.

INDIVIDUAL DEVELOPMENT

- **Goal:** Creating training and refresher courses that focus on steadily enhancing employees' skills, knowledge, and competencies.
- **Objectives:**
 - Collaborate with relevant training teams and administration to ensure seamless, division-wide development and deployment of all learning modules.

Objective	Strategy	Key Employees	Timeline	Status
#1	Collaborate to deploy division-wide learning modules	Administration, Bureau Chiefs, Managers, Team Leads	2026	Ongoing

- **Milestones:**
 - Hold bi-weekly and monthly meetings with core employees to set priorities and identify training needs aligned with the division's requirements.
 - Create a master project schedule with timelines for development, testing, and division-wide deployment of learning modules.
- **Objectives:** Develop, review, and finalize all program training objectives and evaluate the relevance and effectiveness of any training materials currently under development.

Objective	Strategy	Key Employees	Timeline	Status
#2	Finalize training objectives and evaluate materials	Administration, Bureau Chiefs, Managers, Team Leads, Training Committees	Continuing	Ongoing

- **Milestones:**
 - Conduct an inventory of all existing program training materials and documentation.
 - Gather preliminary feedback from key employees on the relevance and effectiveness of the current materials.
- **Objectives:** Create and deploy foundational training modules using approved presentation platforms.

Objective	Strategy	Key Employees	Timeline	Status
#3	Create and deploy foundational training modules	Bureau Chiefs, Managers, Team Leads, Training Committees	2026	Ongoing

- **Milestones:**
 - Maintain current knowledge of software features and regularly update applications.
 - Track and evaluate new features in core applications to optimize workflow efficiency and effectiveness.
 - Incorporate feedback from the peer-to-peer reviews and finalize the first standardized, presentation-based training module.

INDIVIDUAL DEVELOPMENT

- **Measurement and Accountability:**
 - The project's success is measured by the successful completion and deployment of the internal capture station by June 2026, which will lead to the removal of the vendor's equipment.