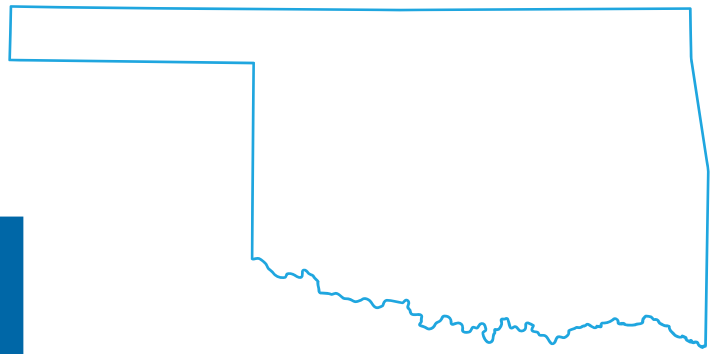


OUR PATH FORWARD



Service Oklahoma Strategic Plan
2026-2031



Built for Oklahomans. Powered by our people.



Introduction

Our Responsibility to Protect Oklahomans



Customer service is our mission, but trust is our foundation. Every day, Oklahomans rely on us to safeguard some of their most sensitive information: their identity, driver license, vehicle title, address and personal records. Few agencies in the state touch as many individuals or manage more critical data.

That responsibility means we hold ourselves to the highest standards of accuracy, security and integrity. Protecting the public is not separate from customer service, it is at the heart of it. Oklahomans can only embrace a modern, digital government if they trust that their information is secure and every transaction is handled lawfully and correctly.

We ensure that every license and ID is verified, every title reflects true ownership, every digital service meets strict privacy and cybersecurity standards and every in-person interaction follows policies

designed to protect the public, not just serve them quickly.

Our promise is simple: we will never pursue convenience at the expense of security. Oklahomans deserve both and delivering both is what sets Service Oklahoma apart.

Mission

To remove the stress of navigating government services while providing a best-in-class customer experience.

Vision

To be the most customer-centric state in the nation.

Values

Pioneering | Authentic | Reliable
Trusted Teammates | Neighborly

Executive Summary

Service Oklahoma is not just improving government services, we are redefining it. Our strategy — Connected, Digital, In-Person, and Culture — reflects a single idea: when we make government easier, we make life easier.

Every click, call, visit and interaction is a chance to prove that Oklahoma can lead the nation in customer-centered government. Together, we are building something rare — a public service that feels personal, works seamlessly, and inspires pride across our state.

This plan is about equipping our employees to do their best work. Over the next five years, we will invest in better tools, clearer career paths, stronger leadership, more consistent workplaces and new ways to serve customers. Digital and self-service options will reduce repetitive work and allow our teams to spend more time solving complex problems and helping Oklahomans who need personal assistance. Our in-person network and the people who power it will remain essential to delivering reliable service across the state.

Key Pillars



Pillar 1: Connected

Service that listens and responds.

"When I called Service Oklahoma, someone actually answered, fast. The answers were clear, the chatbot worked later that night, and for the first time, I felt like the state was listening."

-Oklahoman



Pillar 2: Digital

Freedom to access government services anytime, anywhere.

"When I moved, I updated my information once in the Service Oklahoma Wallet, renewed my credential from my phone, and knew my information was secure. No lines, no office hours, no guessing — just a state service that worked around my life."

-Oklahoman



Pillar 3: In-Person

Local, reliable and real – Efficient consistent and trusted statewide service.

"I went in for my CDL test and finished everything the same day. The space was modern, the process smooth, and staff was proud to help."

-Oklahoman



Pillar 4: Culture

A place where people want to serve.

"At Service Oklahoma, I feel like what I do matters. My leaders listen, my performance is recognized, and I'm proud to serve Oklahomans every day."

-Service Oklahoma Employee

Connected

Service that Listens and Responds



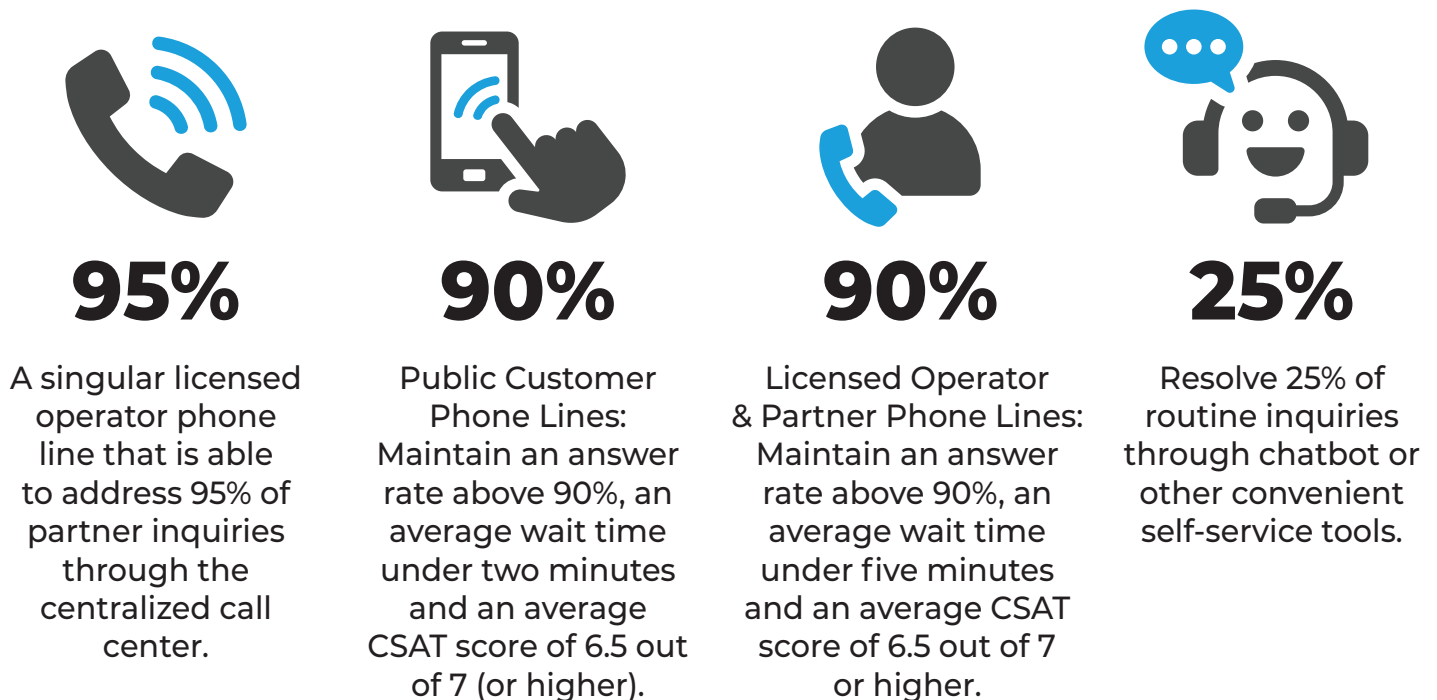
Short-Term Goals (0–18 Months)

Build a best-in-class, modern call center that Oklahomans can count on. Technology will support our employees, not replace the judgment, empathy and problem-solving they bring to customer service.

How We'll Do It

1. Consolidate all public and partner phone lines.
2. Expand and refine Miles, our AI-powered public chatbot.
3. Evaluate next-generation call platforms for speed, reporting and integration.
4. Equip employees with AI-assisted tools that support faster, more consistent and accurate responses.

Key Indicators



Connected

Service that Listens and Responds



Mid-Term Goals (18–36 Months)

Deliver a truly omnichannel service experience voice, chat, SMS and email.

How We'll Do It

1. Resolve more routine questions through convenient self-service tools using live call data and trends.
2. Deploy internal chatbots to support representatives in real time.
3. Integrate email, SMS and chat support, leveraging the Service Oklahoma Wallet app for push notifications and proactive customer updates.

Key Indicators



3

Integrate at least three types of email and SMS push notifications including general outage or scam notifications as well as personalized DL and MV renewal notices within 24 months.



Deploy

Deploy internal-facing chatbots to support call center representatives with real-time answers within 24 months.



30%

Resolve 30% of routine inquiries through chatbot or other self-service tools.

Connected

Service that Listens and Responds



Long-Term Goals (3–5+ Years)

Build the state’s most responsive and efficient customer contact center.

How We’ll Do It

1. Scale AI and automation to expand convenient self-service options for routine customer needs.
2. Internal AI adoption across Service Oklahoma call representatives.
3. Explore shared services to support other state agencies using SOK infrastructure.

Key Indicators



100%

Ensure 100% of call center representatives are trained and equipped with AI-assisted tools that improve the speed, consistency and accuracy of customer support.



3

Expand Service Oklahoma’s call center infrastructure to support three additional state agencies.



35%

Resolve 35% of routine customer inquiries through chatbot or other self-service tools.

Digital

Freedom, Access and the Future



Short-Term Goals (0–18 Months)

Build trust and momentum by delivering flawless, everyday digital experiences for Oklahomans.

How We'll Do It

1. Perfect and expand current digital driver and vehicle services.
2. Unify e-services under Navigate for driver and vehicle transactions.
3. Launch secure, state-approved mobile Driver License (mDL) on Apple, Google and Samsung platforms.
4. Launch the Minimal Viable Product (MVP) of the new Service Oklahoma Wallet using statewide customer insights research to guide wallet features.



100%

Achieve 100% parity of online services with pre-Boost online services.



Launch

Launch mDL with TSA plus one additional partner.



20%

Achieve 20% of eligible credentials downloaded within a year of launch.

Digital

Freedom, Access and the Future



Mid-Term Goals (18–36 Months)

Introduce the Service Oklahoma Wallet as the first step toward a unified government experience.

How We'll Do It

1. Launch additional agencies on the Service Oklahoma Wallet integrating with our driver and vehicle services.
2. Partner with law enforcement, ABLE Commission, universities, financial institutions, and service providers to increase use cases and drive adoption.
3. Build the digital strategy roadmap and data architecture for cross-agency scaling.
4. Enable Minimum Viable Product (MVP) for digital titles and vehicle registrations.

Key Indicators



3

Fully enable law enforcement use case plus three additional use case partners within 24 months.



4

Successfully onboard and integrate four additional agencies or strategic partners into the SOK Wallet to expand use cases and drive adoption.



Roadmap

Complete a ratified strategy for digital roadmap, data architecture and governance by 18 months.



25%

Increase adoption of mobile wallet by 25% at the end of 36 months.

Digital

Freedom, Access and the Future



Long-Term Goals (3–5 Years)

Make it easier for Oklahomans to access state services, credentials and records through a connected digital experience.

How We'll Do It

1. Expand access to digital credentials and services through a unified wallet.
2. Launch “one-change” address updates across partner agencies.
3. Lead the nation in interoperability and security.

Key Indicators



Award

Receive at least one nomination and award for SOK interoperability or security.



5+

Integrate 5+ additional State Agency credentials.

In-Person

Local, Reliable, Real



Short-Term Goals (0–18 Months)

Redefine the in-person experience to be efficient, branded and customer-focused.

How We'll Do It

1. Optimize and rebrand all state-run Service Oklahoma locations for a consistent look and feel.
2. Expand all SOK administered and offered services to state-run sites.
3. Launch a CDL Pilot Center to model future design, signage and flow.
4. Complete a statewide service-access assessment to identify how we can strengthen in-person service over time. The assessment will consider customer demand, proximity to licensed operators, facility readiness and long-term community access to guide future investments and service-delivery decisions.

Key Indicators



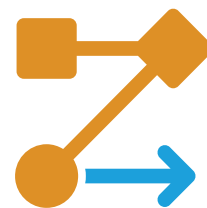
60%

60% of state-run sites meet brand standards.



100%

Expand all SOK administered and offered services to state-run sites.



Launch

Launch the OKC CDL Pilot Center with a 4x increase in testing capacity and same-day issuance at the end of 18 months.

In-Person

Local, Reliable, Real



Mid-Term Goals (18–36 Months)

Build a data-informed network guided by customer experience and community need.

How We'll Do It

1. Launch in-house card personalization printing for priority and express credential issuance, enabling next-day pickup of physical driver licenses and ID cards.
2. Develop a data-informed statewide service-access strategy, in partnership with the Operator Board, to strengthen coverage and guide future service-location investments.
3. Expand CDL transformation statewide.

Key Indicators



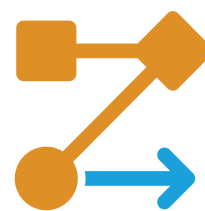
100%

Establish in-house printing system with all required security measures fully implemented within 36 months.



Launch

Approved footprint strategy for future licensed operator locations within 18 months.



Model

Establish a statewide CDL design and issuance model with predictable testing capacity, consistent appointment availability and integrated on-site issuance within 36 months.

In-Person

Local, Reliable, Real



Long-Term Goals (3–5+ Years)

Create multi-service government hubs that bring everything customers need under one roof.

How We'll Do It

1. Partner with other state agencies to make selected high-demand services easier to access through Service Oklahoma locations and digital channels.
2. Expand selected locations into multi-service government hubs while maintaining reliable statewide access through state-run locations, licensed operators and digital channels.
3. Maintain consistent branding and experience across all locations.

Key Indicators



4

Partner with four state agencies to make selected services available through Service Oklahoma channels by 2030.



100%

100% of state-run sites and 40% of licensed operator sites meet brand standards by 2030.



Model

Establish Service Oklahoma as a nationally recognized model for in-person experience transformation.

Culture

A Place Where People Want to Serve



Short-Term Goals (0–18 Months)

Build the foundation for a high-performance, values-driven workplace.

How We'll Do It

1. Establish structured feedback cycles and annual goal setting.
2. Implement a transparent performance and recognition framework with clear goals, regular feedback and a phased pay-for-performance approach.
3. Launch a new employee onboarding program that immerses new hires in Service Oklahoma's culture, values and customer-first mission from day one.
4. Launch an Employee Satisfaction Survey conducted twice per year.

Key Indicators



95%

Ensure at least 95% of employees receive a completed annual evaluation and meaningful development conversation.



3%

Decrease turnover rate by 3% by the end of 2027.



65%

Ensure at least 65% of staff complete the employee satisfaction survey within the first year of launch.

Culture

A Place Where People Want to Serve



Mid-Term Goals (18–36 Months)

Grow leaders and careers from within.

How We'll Do It

1. Build career pathways for all job families.
2. Launch Leadership Development Program for managers and emerging leaders.
3. Complete a market compensation study to inform future pay decisions and support a fair, competitive and sustainable compensation structure.

Key Indicators



96%

Ensure at least 96% of employees receive a completed annual evaluation and meaningful development conversation.



3%

Decrease turnover rate by an additional 3% by the end of each calendar year.



5%

Increase staff participation to 75% and achieve a 5% increase in overall employee satisfaction within 36 months of survey launch.



75%

Sustain an internal promotion rate of 75% or higher for leadership roles, demonstrating our commitment to growing talent from within and building a high-performing organization.

Culture

A Place Where People Want to Serve



Long-Term Goals (3–5+ Years)

Be recognized nationally as a best place to work in government.

How We'll Do It

1. Sustain leadership pipelines and development programs.
2. Celebrate contributions and highlight employee impact.
3. Keep values visible through every stage of service.

Key Indicators



97%

Ensure at least 97% of employees receive a completed annual evaluation and meaningful development conversation.



3%

Decrease turnover rate by an additional 3% by the end of each calendar year.



3%

Maintain survey participation within $\pm 3\%$ year over year and achieve a 3% increase in overall employee satisfaction within five years.



#1

To be named by The Oklahoman as one of its Top Workplaces.

Oklahomans Helping Oklahomans

Service Oklahoma was created by Oklahomans who shared a common frustration: getting basic government services shouldn't be so difficult. They believed there had to be a better way to serve the people of our state.

In May 2022, the legislature brought that idea to life by establishing Service Oklahoma. The agency was created to deliver driver and motor vehicle services on behalf of the state — including driver licenses, disability parking placards, vehicle registrations, titles, specialty license plates and more.

We recognize the trust the legislature has placed in Service Oklahoma to provide these essential services and we take that responsibility seriously. With that trust in mind, this five-year strategic plan will guide our work and help turn our vision into reality. It challenges us to be more focused, collaborative and innovative in how we serve Oklahomans.

In the years ahead, we'll continue putting our passion for Oklahoma into action, working to make our state an even better place to live and work.

About Service Oklahoma

Service Oklahoma was created to reimagine how Oklahomans interact with their government.

For decades, state services were fragmented, confusing and bound by physical locations and legacy systems. Service Oklahoma's charge is to change that, to make government easy to access, simple to navigate and worthy of the people it serves.

Led by Jay Doyle, Chief Executive Officer, and Diedra O'Neil, Chief Executive of Strategy and Operations, Service Oklahoma is designed to operate more like a modern enterprise than a traditional agency – nimble, customer-focused, data-informed and relentlessly committed to service excellence.

Connect with Us



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X PLATFORM



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**Removing
the stress of
navigating
government
services by
providing a
best-in-class
customer
experience.**



**Service Oklahoma's
Strategic Plan
(2026–2031)**

Connected Services
Service That Listens
and Responds

Digital Services
Freedom, Access and
the Future

In Person
Local, Reliable and Real

Culture
A Place Where People Want
to Serve



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