State
Texas

Agency
Texas Department of Information Resources

Award Category
Digital Services: Government to Citizen

Project Title
Texas by Texas (TxT) Digital Assistant

Project Dates
September 2019 – Present*

NOTE: TxT began as a pilot project in 2019; it was fully implemented as a web application in October 2021 and as a mobile app in January/February 2022

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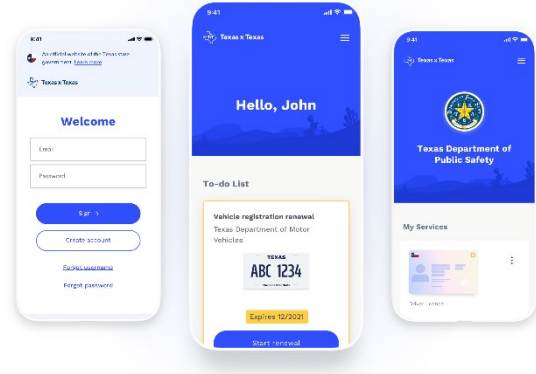Texas Department of Information Resources Executive Director
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Executive Summary

Texas by Texas (or TxT for short) is the state's official digital assistant. Offered via Texas.gov, TxT provides Texans with an easy, fast, and secure way to take care of their Texas government to-dos like driver license/ID renewal, vehicle registration renewal, and more – anytime, anywhere, and on any device.

- With a personal email address and a Texas driver license or ID, Texans can create a ***single TxT user account***, which includes ***security steps*** to verify identity and ***multi-factor authentication*** to help keep accounts safe.

- During the onboarding process, users can ***link and manage government-issued licenses and registrations***, such as their driver license/ID and vehicle registration(s).

- Then users can access a ***personalized dashboard and to-do list*** to keep track of upcoming deadlines, stored payment information, transaction history, notification preferences, and more. TxT also sends ***proactive email and/or text reminders*** when it's time to take action.

- And finally, with all the necessary information readily available in one place, users can use TxT to ***take care of their government transactions in just a few clicks***.

TxT is one of the most exciting digital transformation initiatives underway in Texas. It represents the culmination of a multi-year effort by the Texas Department of Information Resources (DIR) to improve how Texans consume government services in line with the streamlined, one-stop-shop experiences they have come to expect in other aspects of their lives. TxT also enables Texas government agencies to integrate their high-value, constituent-facing services on an account-based, centralized, and trusted platform for users.

> *"TxT redefines how Texans interact with their government. For the first time ever, Texans can complete transactions with multiple state agencies via one personalized account, leaving them with more time to spend on their lives, careers, and families which make Texas such a great place."*
>
> **Amanda Crawford**
> DIR Executive Director and State of Texas Chief Information Officer

In collaboration with other state agencies, including Texas Department of Licensing and Regulation (TDLR), Texas Department of Motor Vehicles (TxDMV), and Texas Department of Public Safety (DPS), as well as a private sector third-party vendor (Deloitte), we have successfully integrated three services on the TxT platform, which includes a responsive web application as well as iOS and Android mobile apps. DIR is in active conversations to bring more agencies and services onto TxT in the near future.

To hear Texas state executives share their perspective on TxT, please click the links below to watch their videos on the Texas.gov YouTube channel:

◀ **Amanda Crawford**, DIR Executive Director and State of Texas Chief Information Officer

◀ **David Gonzales**, TDLR Deputy Executive Director

I D E A

TxT addresses present-day constituent expectations *and* ongoing agency operational needs and challenges.

Constituent Expectations

Texans are increasingly using mobile devices to access government services, and with that is the growing expectation they should be able to successfully handle these services from their phone. As evidence, over the last 12 months, there were nearly 11 million visitors to the state's official website, Texas.gov. Of those, 45% were using a mobile device. And for Texas.gov online applications where a transaction is the goal, the number is even higher. For example, in that same 12-month timeframe, there were more than 5.6 million visitors to the Driver License Renewal online application and of those 57% of users were on a mobile device as compared to 43% of users on a laptop or desktop.

Texans also benefit from a single location and uniform experience to manage the relationship with their government, rather than going to multiple agency sites with different interfaces and experiences, entering the same information repeatedly, etc. in order to take care of routine government tasks.

Agency Operations

Constituent satisfaction as well as agency efficiency, effectiveness, and continuity significantly improve when they can offer highly usable, mobile-friendly digital services. Texas is also growing at a rapid pace, and there are least 16 million adult Texans between the ages of 18-70 would are likely and eligible to have digital interactions with government entities. Additionally, studies have shown that the cost of a digital transaction is a fraction of the cost an in-person transaction (for example: $16.90 for one in-office transaction vs. $0.40 for one online transaction). [1]

TxT solves for both by providing Texans with an even easier, faster, and more secure way to take care of government services and enabling Texas government agencies to integrate constituent-facing services with TxT, so users have an account-based, centralized, and trusted platform to complete transactions.

mobile-first responsive web application + **native mobile app**
one place to create account, verify identity, establish a profile, and link multiple services
Texans can take care of transactions **anytime**, **anywhere**, and on **any device**

TxT is different because it significantly improves on the traditional "guest transaction" online format by providing a more meaningful account-based, personalized, and proactive experience**.** As we like to message to Texans...

*"**TxT is your account for Texas government** and an official way to handle your Texas to-dos like driver license and ID renewal and replacement, vehicle registration renewal, and more. Once you create your account, **TxT takes charge** by keeping track of your upcoming deadlines, reminding you when it's time to take action, and letting you wrap up transactions in just a few clicks**. It's government just the way you want it - powerful, personalized, and in your pocket."*

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[1] **Channel Cost:** Face-to-face $16.90 | Telephone $6.60 | Postal $12.79 | Online $0.40
https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-digital-government-transformation-230715.pdf

TxT is universal in that it exemplifies many of the 2022 State CIO Top Ten Priorities including **Digital Government/Digital Services**, **Legacy Modernization**, **Cloud**, **Identity and Access Management**, and **Data and Information Management**. Read on for more details about how TxT covers these areas.

IMPLEMENTATION

What was the approach?

More than six years ago, DIR had a vision for *"a digital government assistant personalized to anticipate constituent needs and facilitate a secure, convenient, and efficient user experience."* This vision was included in the 2018 procurement of the over-arching Texas.gov program. Deloitte was awarded the Texas.gov Services contract and began working with DIR leadership to develop the underlying digital assistant platform. Achieving the vision for TxT necessitated a multi-faceted project management approach including **collaboration**, **technology and innovation**, **human-centered design**, **privacy and security**, and **marketing and communications**. Highlights from each of those areas are detailed in the *"How did you do it"* section below.

Who was involved?

TxT would not be the success it is today without the partnership and advocacy from **TDLR** launching their pilot TxT services in September 2019 for massage therapist and massage instructor license renewals, to **TxDMV** and **DPS** launching two of the state's highest-profile and volume constituent services – vehicle registration renewal and driver license/ID renewal and replacement, respectively – on TxT in October 2021.

How did you do it?

Collaboration

Deloitte used **agile project management principles** to work closely with DIR and agency product owners and their teams to define, develop, test, and deploy service integrations on TxT. In addition, given the high visibility and impact of TxT, it was critical that the agencies' key executive, business, operational, and IT stakeholders received regular communication about the project. To that end, we coordinated **joint agency briefings** throughout the time leading up to the deployment of TxDMV and DPS integrations on TxT to share updates on status, timelines, launch strategy, and more.

#### Technology and Innovation

The TxT solution is powered by a **transformative technology platform** featuring identity access management, master data management, and predictive intelligence technologies. The platform utilizes a **microservices architecture** to build modular, simple, secure, and independent services, and the agency integration framework enables TxT to integrate seamlessly with agency back-end services. TxT is hosted in DIR's AWS GovCloud for full redundancy and availability.
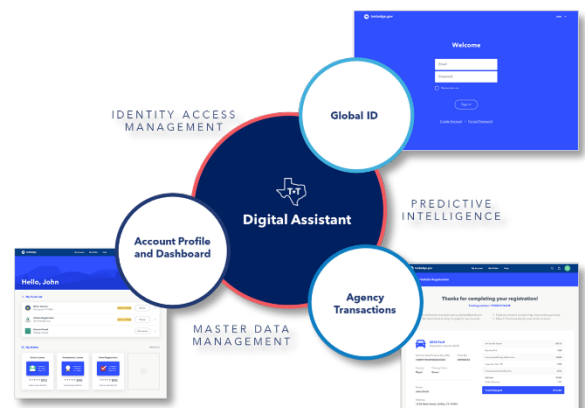
Human-centered Design

An exceptional user experience is core to the value of TxT. The team designed a clean and intuitive user interface using TexKit, a visual design system of modular patterns and components that we leverage across the Texas.gov ecosystem – from the Texas.gov website to the TxT digital assistant and more. This system improves and accelerates concept iteration and addresses ADA accessibility compliance from a UI perspective. In addition, we focused on writing friendly and informative plain language content and ensuring outstanding usability across devices – from desktop to tablet to mobile. We also conducted user research sessions, solicited early adopter feedback, and continue to evaluate user feedback in order to continuously improve the experience as adoption of TxT grows.
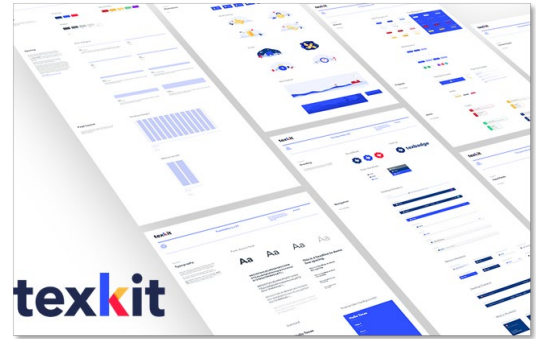
Privacy and Security

Given that TxT requires Texans to create an account with personal information including an email address and a Texas driver license/ID, ***it is imperative that the platform adheres to rigid privacy and security standards***. TxT leverages ForgeRock, a world-class identity access management platform for risk-based multi-factor authentication (MFA) via one-time passcode (OTP) and single sign-on (SSO) access. TxT's privacy policy clearly details how users' information will be collected, used, modified, protected, and more. State agencies with TxT integrations retain the System(s) of Record (SOR). This means data is controlled by agencies and their security, privacy, storage, and retention policies. TxT does not include business logic and the minimal data that TxT stores is encrypted. Additionally, there's limited data duplication and data redundancy with TxT, and TxT cannot perform a transaction independent of an agency's SOR.

Marketing and Communications

Beyond the technology and user experience improvements, we knew that the success of TxT also hinged on our ability to make Texans aware of this new way of doing business with government. We leveraged Deloitte's expertise to define and execute a multi-pronged approach to drive awareness and adoption of TxT including:

- ***Paid marketing campaign.*** This statewide campaign is actively underway across a variety of channels including social media, search engine marketing, connected TV, streaming radio, broadcast TV, and more. To date, the campaign has generated nearly 30 million impressions and achieved a 28% conversion rate. Watch the TxT commercials

- ***Publicity.*** DIR distributed a press release, digital media package, and social media toolkit to reporters, newsrooms, and elected officials across the state. This effort resulted in more than 50 stories with an audience reach of nearly 14 million, and dozens of social posts from legislators and organizations.

- ***Agency communication channels.*** We worked with TDLR, TxDMV, and DPS representatives to develop tailored communication plans and timelines so these agencies could leverage their existing channels to inform constituents about TxT.
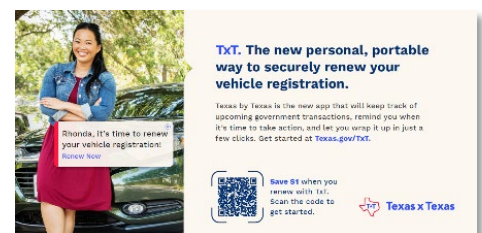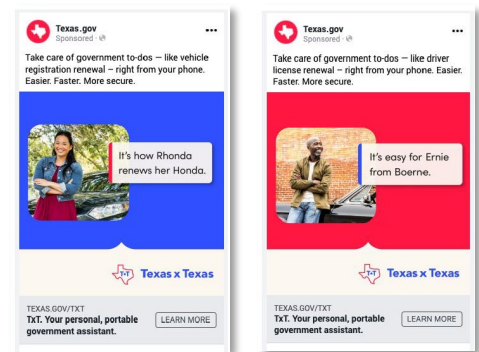
IMPACT

What did the project make better?

TxT is already making a significant impact for the agencies currently on the platform, as evidenced by these quotes from agency representatives:

"At TDLR, one of our core values is to lead through innovation. So, we were proud to serve as the pilot agency for this transformative initiative. TxT enables us to provide innovative regulatory solutions for our massage therapist and massage instructor licensees and we anticipate adding more professional licensing services to this platform."

"Drivers can spend more time exploring our great state and less time waiting in line to renew their vehicle registration. This is a significant step forward as we continue to simplify and automate motor vehicle services for Texans."

"Public safety is always our top priority. As a department, we must ensure important state documents, like driver licenses and identification cards, are accurate; this is a key component to public safety. TxT expands our online services and provides greater flexibility by allowing Texans to securely renew, replace, or update these important records without coming into a physical office."

To assess the success of TxT, we are focusing primarily on these quantitative (#) and qualitative (*) key performance indicators:

- TxT accounts created (#)
- Services linked to a TxT account (#)
- Transactions completed via TxT (#)
- iOS and Android mobile app installed units (#)
- Impressions, clickthroughs, and conversions from TxT marketing campaign (#)
- Pageviews, sessions, and conversions originating on Texas.gov website (#)
- User feedback from surveys and app store reviews (#/*)
- Texas.gov Constituent Help Desk insights (#/*)

How do you know?

The success of TxT has been incredible to watch. Just six months after launching DPS and TxDMV services, publicizing via a statewide media announcement and wide-scale marketing campaign, and receiving strong agency support communicating TxT to constituents, here's the impact it's having…

- **More than 1.6 million Texans have created their account**, meaning TxT is already effectively serving over 10% of the State's eligible population.
- **Texans have successfully completed more than 2 million transactions on TxT**, which highlights their ability to complete multiple transactional services with different agencies on this single, centralized, and trusted platform.

Texans are also thrilled about TxT, as indicated by these direct quotes from users:

🔊 *FINALLY!!! Been waiting for this for years! Setup was easy and intuitive. Had my driver's license and all four family vehicles linked to my account in less than 10 minutes. iPhone camera did a great job of scanning bar codes on DL and Registration stickers which made adding them to my account very easy. Got a notification right away that two of the vehicles were within 90 days of their renewal deadlines and I was able to start the process right away from my phone. Can't wait for more services to be added.*

🗨 *This was a stellar experience. The look, the directions, the explanations, the feel, and user interface of the TxT site was the best state government interactive website I've ever experienced. I've lived in 5 states, and this was by far the best experience related to renewing registration I've experienced. This site wasn't only stellar for a government site, but stellar for user interface and speed of data return compared to many sites I visit. (Including the sites related to the software company for whom I work!) Simply wonderful. Cheers to the whole team. Thanks - an appreciative Texan!*

🗨 *Really, really impressive. The team responsible for the service should be really proud, it's a long overdue update to our state's digital services. It's just a fantastic experience all around. Thanks for all the hard work, it shows.*

🗨 *Just here to say that this is the best government website on this whole spinning rock. Cute, fast, easy to navigate. Bravo, I love it. Took me just a few minutes to update my address on my license which is ~simply unheard of~.*

What now?

DIR is actively planning for and investing in the expansion of the TxT platform to bring additional constituent-facing services onboard. We have active discussions underway with TDLR to add more professional and occupational licenses to TxT, and other agencies including the Texas Parks and Wildlife Department (TPWD) and Texas Department of State Health Services (DSHS) have expressed interest as well. Currently, TxT is maintained and operated by Deloitte as part of the Texas.gov Services contract. We hold weekly meetings with their team to discuss current integrations, outreach and pipeline opportunities, product backlog and enhancement items, marketing and communications initiatives, constituent and Texas.gov Help Desk feedback, and more.

We believe this project is worthy of the initial and ongoing investment because of the significant impact it is already having both on Texans as well as Texas government agencies. We all know that agencies are fundamentally more efficient and effective when they can provide digital services to their constituents, and that point was illuminated further throughout the pandemic when many agencies were not even able to provide digital service alternatives. And with our state growing at a rapid pace, being able to provide new and lifelong Texans with world-class digital government services that are readily accessible and available from one personalized account – anytime, anywhere, and on any device – is a monumental yet important undertaking that DIR is proud to pioneer on behalf of Texas.

Additional Project Information and Links

- To learn more about TxT, visit www.texas.gov/TxT

- To access the TxT responsive web application, visit https://txt.texas.gov

- To view and download the iOS mobile app, visit https://apps.apple.com/us/app/texas-by-texas-txt/id1585012983

- To view and download the Android mobile app, visit https://play.google.com/store/apps/details?id=gov.texas.dir.txt.eProd&hl=en_US&gl=US