



OREGON DEPARTMENT OF  
TRANSPORTATION

DRIVER AND MOTOR VEHICLE SERVICES

AWARD CATEGORY: DIGITAL  
GOVERNMENT/DIGITAL SERVICES

*DRIVING INNOVATION: STP KIOSKS*

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## EXECUTIVE SUMMARY

Many Oregonians can now pick up milk and renew their vehicle registration at the same time. DMV Express kiosks are available at ten grocery stores around the state. In under five minutes, you can walk away with a new registration card and stickers—any day of the week and well into the evening. And more transactions will be coming soon—including replacement registration cards and stickers and the ability to pay miscellaneous and reinstatement fees.

This same day convenience is thanks to the deployment of self-service kiosks in ten Fred Meyer grocery stores. The successful launch started in December 2024 with an initial pilot involving three kiosks, followed by a subsequent rollout in January 2025. The kiosks are available seven days a week during store hours with most locations operating from 6 a.m. to 10 p.m. and some staying open as late as 11 p.m., and open on most holidays.

This project is a great example of digital government innovation—merging accessibility with cutting edge technology to streamline DMV services. By offering transactions in English and Spanish and featuring ADA-compliant designs, the kiosks ensure reasonable access for all Oregonians, regardless of language preference, work schedule or mobility needs.

By redirecting straightforward transactions to kiosks, staff at DMV offices can dedicate more time assisting customers with complex needs, such as obtaining a REAL ID or resolving intricate title issues. This shift reduces DMV field office crowding, shortens wait times, and improves the overall customer experience when needing in-person support.



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*“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*

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## IDEA

**Convenience Where You Shop** For over 3 million licensed drivers and the registered owners of 4 million registered vehicles in Oregon, doing business with DMV is a necessity. Yet, prior to this project, options for in-person transactions were limited to DMV field offices—often resulting in long wait times and with limited business hours. The idea was simple—bring DMV services directly to where Oregonians already go. By installing self-service kiosks at grocery stores, customers can do their DMV business at a place and time that works best for them. What might have taken an hour or more of their day can be done in minutes at a kiosk. These kiosks modernize government services by integrating advanced technology, easy access and inclusive design, revolutionizing how Oregonians conduct business with DMV



## COLLABORATION AND TESTED SOLUTIONS

While Oregon is known for being the first in the nation for many things, leadership understood the need to identify a tested, successful solution. After researching available products and checking with other states using kiosks, DMV contracted with Intellectual Technology Inc. (ITI) to bring kiosk technology to DMV customers.

Placement, monitoring, kiosk customer service management, maintenance, and technical support for the kiosks are all provided by the vendor and paid for by transaction fee of \$4.95 charged to customers. This pricing model ensures that ITI remains engaged and works along DMV to drive adoption by the public. This includes researching additional kiosk locations, working with store management, developing marketing materials, and more.



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*“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*

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## IMPLEMENTATION

### Strategic Placement, Seamless Integration

DMV and ITI designed and deployed self-service kiosks that maximize efficiency, accessibility, and customer satisfaction. The kiosks allow customers to complete their transactions quickly, providing a time-saving alternative to traditional services. Using an incremental development and rollout cycle, DMV is continuously enhancing kiosk services by introducing additional transactions while simultaneously increasing public awareness. This approach allows for ongoing marketing, ensuring that new features are aligned with customer needs while refining and expanding service offerings. The kiosks integrate with DMV’s core system, updating records in real time to ensure seamless services delivery and robust data security. To ensure most customers could use a kiosk, DMV prioritized accessibility at every stage of the project, collaborating with special-interest advocacy groups and a language review team.



Key features of DMV Express kiosks include:

- Controls and integrated processing ensure accuracy and security. Registration stickers that are dispensed by the kiosks include the vehicle license plate number as a theft reduction feature.
- Transactions are available in English and Spanish to serve more customers.
- ADA-compliant design, including large, easy-to-read touchscreens with audio guidance for greater accessibility.

- Alongside credit card payment processing, five of the kiosks also accept cash. This feature ensures greater accessibility for a broader demographic, including unbanked individuals who may not have access to credit or debit cards, further enhancing the convenience and inclusivity.

## USER EXPERIENCE TESTING: GATHERING USER FEEDBACK

User experience (UX) testing played a crucial role in making sure DMV customers notice and can easily conduct business at a kiosk. Over 45 individuals were invited to try out one or more vehicle registrations on an actual kiosk; 32 testers participated in the process, providing individual feedback and allowing the project team to see what was easy and difficult to do at the kiosk. The feedback and observations allowed the project team to improve screen designs, instructions, and refined the Spanish translation to better serve our customers.

The testers represented various demographics:

- **Age Groups:** 60% of testers were aged 40-64, 30% were aged 18-39, and under 10% were aged 65+.
- **Bilingual Testing:** Twelve testers were bilingual, with 10 fluent in Spanish.
- **Accessibility Focus:** Ten testers provided valuable feedback on experiences tailored for customers requiring auditory or visual instructional support, those who are deaf or hard of hearing, individuals with developmental or learning disabilities, and customers who use mobility aids like wheelchairs, walkers, canes, or crutches.
- **Task Completion Rate:** During kiosk UX testing, 85% of users successfully completed a payment transaction without needing assistance, while 15% required help. UX testing identified users selected the wrong checkout button, prompting a redesign that reduced error rates.
- **Accessibility:** When testing features for visually impaired, users validated the equipment compliance with a success rate of 100%.

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*“Put people first and commit to digital transformation. Embrace agile practices, empower teams, and incremental delivery—generating quick wins and building momentum.” —Enterprise Information Services Modernization Playbook*

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Results from UX testing underscored the importance of user engagement and highlighted opportunities to enhance the customer experience. Including UX testing as a part of development and design has been instrumental in making the self-service kiosks easy to use and ensuring they meet the needs of Oregon’s diverse population.

## IMPACT

### Transforming Access to DMV Services

The self-service kiosks set a new standard for digital government, enhancing efficiency, accessibility and customer satisfaction, delivering measurable benefits:

- **Expanded Access:** Grocery store locations and extended hours provide unparalleled flexibility, allowing Oregonians to complete DMV transactions on their schedule. Most locations are open seven days a week with extended business hours.

- **Reduced DMV Office Foot Traffic:** Customers now have a convenient alternative for routine tasks, reducing the need for in-person visits and enabling DMV staff to focus on complex transactions.
- **Streamlined Operations:** Automated processing enables real-time updates to DMV records, increasing accuracy and efficiency.
- **Continuous Improvement:** Report Analytics provide feedback on what's working, what's not working, informing application improvements for the next release.

## Partnership

### Driving Innovation Through Collaboration

The collaborative approach showcases the power of public and private partnership using innovative digital solutions, streamlining DMV services and enhancing the customer experience.

- **Market Research:** ITI analyzes trends and customer behaviors to identify high-traffic locations for future kiosks, ensuring maximum accessibility. This data-driven approach supports informed decision making and evolving customer expectations.
- **Technical Expertise:** ITI provides ongoing support through regular maintenance, software upgrades and hardware replacement to ensure kiosks meet operational standards.
- **Customer Call Center:** ITI operates a 365/24/7 customer call center, providing continuous support to users who need assistance with kiosk transactions or troubleshooting. With a dedicated team of professionals, the call center ensures prompt responses to inquiries, helping customers resolve issues efficiently and improving overall service accessibility.
- **Industry Knowledge:** With a proven track record, ITI has successfully implemented self-service kiosks across 18 states and jurisdictions, demonstrating a strong commitment to enhancing DMV services through innovative technology.



### Quantitative and Qualitative Data

- **Return on Investment (ROI):** Kiosks have demonstrated a strong ROI by increasing transaction capacity without requiring more staff. The \$4.95 vendor fee per transaction ensures the program is self-sustaining.
- **Transaction Times:** Compared to the average 23-minute wait at field offices, kiosks enable customers to complete vehicle registration renewals in under 5 minutes, including printing registration cards and stickers on the spot. [4x faster than in-person]
- **Usage Statistics:** With over 4,500 vehicles renewed at the kiosk since launch, the kiosks have proven their ability to serve our customers. English transactions account for 96.18%, while Spanish transactions make up 3.82%.



Kiosks have **saved customers more than 1,200 hours** of waiting in line for same-day service.



Oregonians have **two times more access to services** when compared to DMV office hours. (DMV 45 hours/week – kiosk 112 hours/week)



**Noon to 3:00 p.m.** are the **most active times** for kiosk usage.



**Friday and Saturday** are the **most common days** of the week for kiosk use.



Average transaction time is **five minutes**.



ITI **customer** service, open 24/7, has received a total of 74 customer calls.



Average number of days for ITI to **repair a kiosk: one day**.



Kiosks **meet ADA guidelines**, providing audio guidance and wheelchair accessibility.



Available in **10 locations around the state** for customer convenience.



The kiosk website has had **30,172 visits**.



Kiosks have had **241,840 impressions and 8,172 engagements** on ODOT's social media.

## Feedback

- "Fred Meyer is excited to offer these kiosks in our stores," Tiffany Sanders, Fred Meyer and QFC Divisions of Kroger corporate affairs manager. "We're always looking for ways that we can provide everything that our customers need all under one roof."
- "This is progress!" "I was shocked... sending it off in the mail and having it take weeks, but this is awesome!"
- "I was able to renew my registration in less than 3 minutes while shopping for groceries—this is a game-changer!"

## GETTING THE WORD OUT

Strategic marketing efforts play a critical role in increasing public adoption, directly supporting the goals of improving accessibility, efficiency, and customer satisfaction.

- Jan. 27, 2025, DMV improved the webpage experience for customers who are fluent in Spanish. Within a few weeks the number of vehicle renewals completed in Spanish more than doubled.
- A Jan. 16, 2025, media event generated more than 20 news stories, significantly increasing public awareness of the new kiosks and their locations. This broad exposure helped initial adoption by informing Oregonians about the convenience and availability of this in-person self-service option.

- To mirror the experience at the kiosk, promotional materials are available in English and Spanish.

By leveraging strategic marketing and multilingual outreach, the project successfully expanded digital government services, increased transactions and improved equitable access

## WHAT WE LEARNED

- **Strategic Partnerships:** Working with ITI ensured a smooth rollout and seamless implementation.
- **Accessibility First:** Designing with inclusivity in mind improved the customer experience for all users.
- **Convenience is Key:** By meeting customers where they already are, the kiosks have set a new standard for service delivery.
- **Marketing Makes a Difference:** Thoughtful branding and clear communication strategies significantly enhanced engagement and product recognition.
- **Iterative Development:** By releasing the application in stages instead of all at once, development risk was reduced, preventing unwanted surprises. Early incremental releases also provided customers with quicker customer service and convenience and generated project momentum.
- **Project Leadership:** Identifying a DMV Product Owner early in the project was essential to establishing clear ownership and coordination.
- **Collaboration** – Leveraging existing technology and a tested vendor, ITI, helped us make transformative 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.

## WHAT'S NEXT

Building on the success of the self-service kiosks, DMV is focusing on expanding digital services. DMV aims to expand the kiosk network, adding additional locations, more services to further modernize government services.

- **Additional Kiosk Locations:** Discussions are underway to roll out kiosks to more locations statewide.
- **Service Expansion:** Adding more DMV transactions, including printing replacement registration cards, replacing registration stickers, paying miscellaneous fees and payment of reinstating driver license fees.
- **Continuous Customer Feedback:** Support customers by leveraging transaction data, such as tracking transaction times, analyzing kiosk usage patterns, and utilizing data dashboards to monitor customer interactions. By gathering feedback during development cycles, DMV can refine its services to enhance the customer experience, fostering greater satisfaction and encouraging more widespread use.
- **Evolving Role of the Product Owner:** The product owner is embracing additional responsibilities to enhance the kiosk experience and plan for the future. This includes analyzing customer feedback to identify areas for improvement, ensuring ongoing accessibility, and refining existing services. Also leading efforts to explore opportunities for service expansion, leveraging user insights to guide the development of new transaction types and features. By fostering innovation and keeping customer satisfaction at the forefront, the product owner plays a pivotal role in delivering an ever-evolving digital services.