



BREAKING THE CYCLE OF TECHNICAL DEBT:

Oklahoma's Project BOOST

SERVICE OKLAHOMA

CATEGORY: OPERATIONAL EFFICIENCY

PROJECT DATES: AUGUST 2024-FEBRUARY 2026

POINT OF CONTACT: DAN CRONIN, DAN.CRONIN@OMES.OK.GOV
CHIEF INFORMATION OFFICER/CHIEF TRANSFORMATION OFFICER



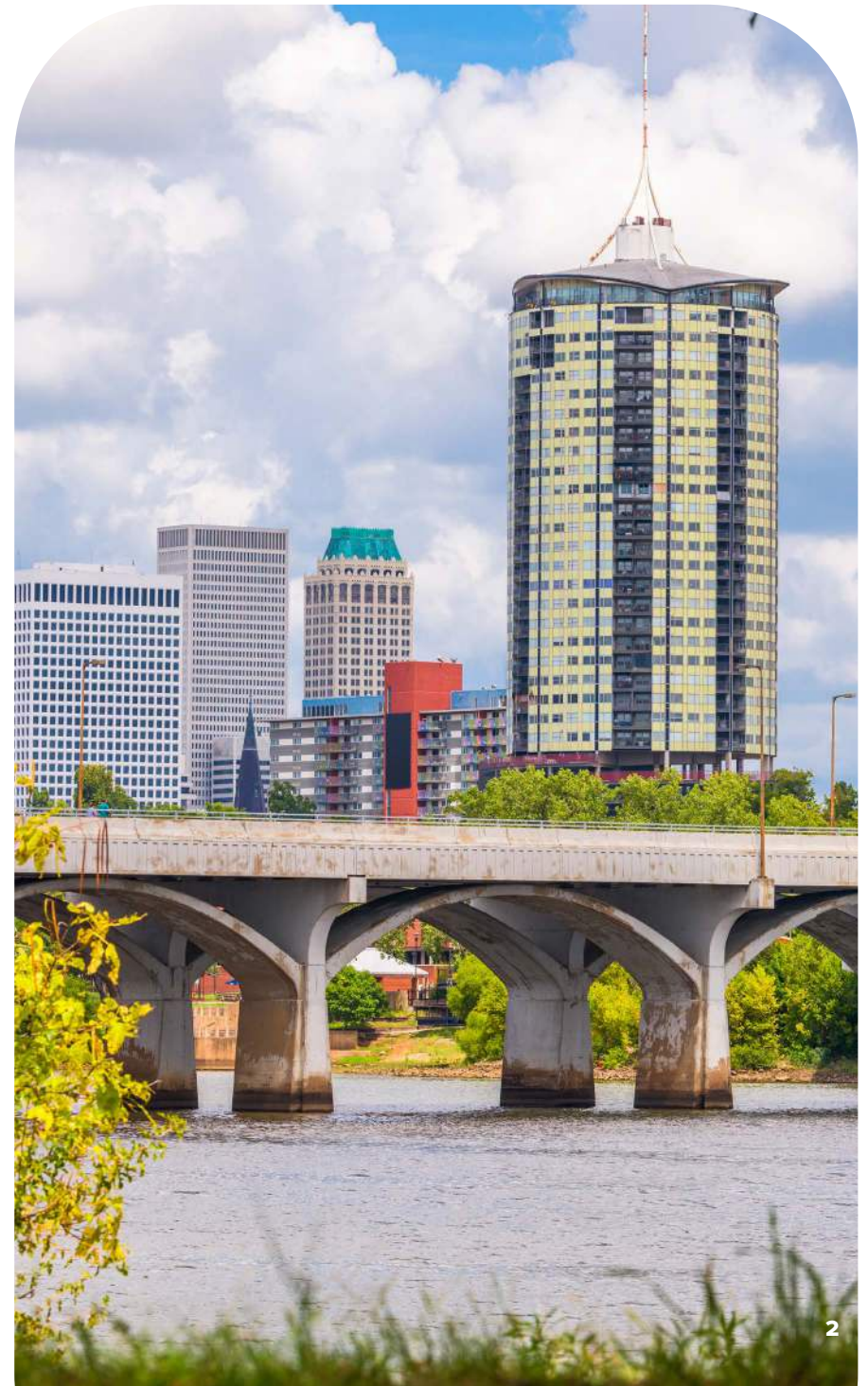
Executive summary

In May 2022, the Oklahoma State Legislature voted to create Service Oklahoma (SOK), a different kind of state agency. Established as a customer-facing service organization, SOK was designed to transform how some of the most visible, high-volume services in state government are delivered—**by simplifying access, standardizing operations, and restoring public confidence.**

From its inception, SOK was tasked with addressing long-standing fragmentation in driver and vehicle services through a modern enterprise approach. That challenge became the focus of Project BOOST (Bringing Our Operations and Services Together).

Rather than pursuing a slow, phased modernization that could easily exacerbate problems, Project BOOST would modernize software, hardware, infrastructure, and service models in a single rollout.

On February 17, 2026, Oklahoma completed that transformation. Driver and vehicle services were fully integrated into one modern system, supporting online transactions, in-person service delivery, and verification workflows through a common operating model—establishing a durable foundation for consistent, statewide service delivery.



Idea

Speed and convenience are critical in customer-facing agencies, but the State of Oklahoma knew its driver services were not meeting expectations. In-person visits were slow, while online services were limited and disjointed from core systems—resulting in manual review and frustration on both sides of the counter.

An [Oklahoma Voice](#) article from September 7, 2023, captured how these operational breakdowns impacted people's lives:

The 66-year-old Oklahoma City resident needed to replace his lost driver's license, and after waiting for five hours at the same location the day before, he wasn't taking any chances. So, he arrived at 1 a.m. As the sun started to rise, roughly 30 people were in line, with more arriving every few minutes.

As a national logistics hub with more than 12,000 miles of highways, heavy trucking traffic, and high commercial registration volume, system reliability directly impacts state revenue.

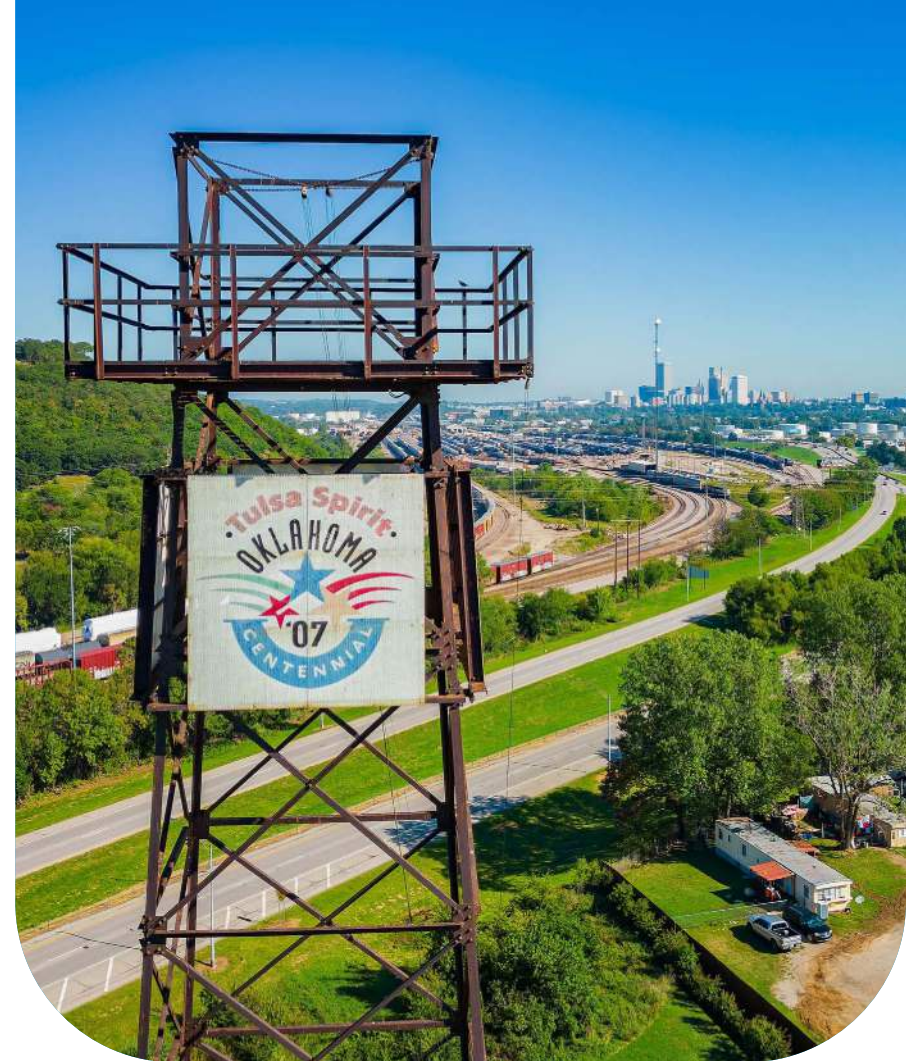
Oklahoma's large rural population and frequent severe weather events also heightened the need for mobile-friendly, online services. Although the Oklahoma Tax Commission had modernized vehicle services years earlier, the Oklahoma Department of Public Safety separately administered driver services using aging infrastructure. This split left the state running two different technology environments and grappling with the resulting issues:

➤ **Missing or inaccurate data**

➤ **High system latency and frequent outages**

➤ **Significant backlogs and manual workarounds**

➤ **Limited ability to apply patches, upgrades, and updates**



Driver and vehicle services are among the most frequent—and most visible—interactions residents have with state government. Challenges posed by the legacy environment represented more than inconvenience: they caused staff burnout, introduced compliance risk, and steadily eroded public trust.

When Service Oklahoma (SOK) was created in 2022, the agency inherited more than just responsibility for driver and vehicle services—it inherited the fragmented driver and vehicle operations and mounting technical debt. The legislature charged Service Oklahoma with resolving these issues—and in doing so, improving the state's public-facing reputation.



What's Different, What's Universal

Most DMV modernizations focus on updating systems within a traditional agency model. In Project BOOST, the team was tasked with launching a new, customer-service-oriented agency while contending with the legacy systems, technical debt, and operational constraints inherited from its predecessors.

Each of project's several initiatives could have stood on its own, but Oklahoma delivered them all in just 18 months, allowing the state to solve several pain points in one coordinated effort rather than stretching risk, resources, and costs across a decade.

Project BOOST addressed a challenge common across government: fragmented systems that accumulate technical debt and undermine service delivery. The project addressed NASCIO's top priorities:

Cost control

Retired costly legacy platforms in a single effort, preventing modernization costs from ballooning over time.

Digital services

Expanded, integrated online services for more consistent, convenient service.

AI

Cameras use AI virtual backdrops, allowing the photo capture to occur anywhere in the office, without the use of a dedicated physical backdrop.

Security, risk management, and cloud services

The new cloud-based system prioritized cyber resilience and identity integrity, implementing role-based access controls, single sign-on, and more.

Accessibility

All software and hardware are compliant with ADA and WCAG standards.

Modernization and consolidation

Replaced multiple systems with a single enterprise-level solution.

Data

Prioritized data conversion by migrating the vehicle system from SQL to PostgreSQL; advanced dashboards offer real-time business intelligence.

Implementation

Rather than phasing its modernization to make incremental improvements over many years, Oklahoma chose a single, statewide cutover to achieve immediate impact. While this decision increased short-term complexity, it enabled the state to transition directly to a modern operating environment without the prolonged burden of maintaining parallel legacy systems.



18-Month Delivery Timeline

August 2024: Project kickoff

September–November 2025: Three months of system testing and data verification

December 2025–February 2026: Three months dedicated to training SOK staff and licensed operators

February 17, 2026: Statewide go-live with integrated driver and vehicle services

The modernization followed a disciplined delivery sequence that gave equal weight to operational and technical readiness, progressing cleanly from configuration to testing, training, and launch—a cadence enabled by selecting a configurable, purpose-built commercial off-the-shelf (COTS) platform. Teams focused heavily on data integrity, ensuring the completeness, consistency, and accuracy of all driver and vehicle data on day one.

Project BOOST was executed in partnership across Service Oklahoma (SOK), the Office of Management and Enterprise Services (OMES), Fast Enterprises (FAST), as well as over 50+ interface partners and secondary vendors.

From an execution standpoint, the scale was significant:

- **270 customer-facing locations** were converted simultaneously statewide
- **129 million records** were migrated over an 18-month period

Complete Hardware Replacement

Mid-project contractual issues with the legacy camera and hardware vendor introduced risks to both schedule and cost. To avoid delays, SOK chose to replace all hardware statewide, expanding the project scope to

“Our focus was not just on the code, but on the people in the field. That discipline allowed us to hit the ground running with zero downtime for customers.”
—Isaac George, SOK Chief Technology Officer

include a coordinated logistics and supply-chain operation spanning more than 300 offices and 1,500 field environments. This effort included:

- Scheduling deliveries without disrupting business operations
- Coordinating the removal and return of legacy hardware
- Installing and staging new equipment
- Statewide field support teams and centralized triage hubs

Core Project Principles

➤ **Architectural unity:** Replacing fragmented silos with a consolidated system of record

➤ **Disciplined readiness:** A timeline built prioritized staff proficiency and clean data

➤ **Operational empathy:** Designing launch and support structures around the realities faced by frontline staff at 270 field offices

The effort was executed in partnership across Service Oklahoma (SOK), the Office of Management and Enterprise Services (OMES), Fast Enterprises (FAST), as well as over 50+ interface partners and secondary vendors. Buy-in and adoption were supported through:

Measuring Success

Project BOOST would be evaluated on tangible operational and customer outcomes:

- Immediate post-launch system stability
- Elimination of legacy technical debt
- Rapid adoption and proficiency among staff and licensed operators
- Improved public perception of DMV services through more consistent, reliable customer experiences and expanded digital services

The agency was able to achieve these outcomes without requesting additional funding or relying directly on legislative appropriations. The project was fully self-funded through agency-generated revenue, along with reserves created through operational efficiencies realized from other parts of SOK.

Impact

Each of Project BOOST's initiatives could have been delivered as separate projects over many years. Oklahoma intentionally delivered them together—solving the underlying problem once, rather than repeatedly funding stopgap solutions.

SOK achieved the following in just 18 months:

- Implement a new COTS system integrating driver and vehicle services
- Migrate vehicle services to Postgres and AWS Cloud 2.0, improving performance, security, and reliability while lowering long-term licensing and maintenance costs
- Deploy standardized hardware statewide in nearly 300 offices, including micro-form PCs, monitors, credentialing cameras, desktops, printers, scanners, customer-facing tablets, and tap-to-pay card readers.
- Establish regional backstock locations and rapid replacement processes to ensure readiness on day one
- Replace legacy networks in nearly 300 offices, transitioning to operator-managed public networks with new access points



BOOST has made all of our tasks among the team more organized and created a smooth workflow.

—SOK's Director of Customer Success

Fast moving line. Easy check in online.

—Customer visiting the SOK Clinton Location

It was easy, fast, and efficient.

—Customer visiting the SOK Tulsa at the Farm location

It's great to be able to see how each of the teams is performing by using BOOST's Task Manager function.

—SOK's Business Support Services Supervisor

The project's disciplined execution enabled a smooth statewide cutover with no service disruption—an outcome rarely achieved at this scale. Driver and vehicle services now operate through a single system of record supporting both online and in-person transactions.

- Automation replaced manual workflows, while system unification eliminates the need for duplicate data entry.
- Real-time reporting provides visibility into operations and staff performance.
- Integrated cashiering aligns online and in-office transactions.
- Customers can access accounts and services around the clock through an integrated online portal, compatible with all devices
- Redesigned workstations allow customers to complete their entire transaction in one place. With the features included in the new system and hardware, SOK strengthened security at every layer.

Staff access is managed through role-based controls, standardized device security, and single sign-on. The transition to a single credential per individual aligned with REAL ID requirements and strengthened identity integrity. Redesigned driver license and ID cards are now produced on 100% polycarbonate and include advanced security features not possible in the legacy system.



Looking to the Future

Project BOOST efficiently established a flexible, scalable platform that positions SOK for continuous improvement and future growth. Since launch, the agency has already implemented 179 system updates, responding directly to staff and customer feedback. Process refinements and usability improvements will continue as part of normal operations, including:

- **Mobile driver licenses (mDLs):** The new architecture supports future deployment of mobile credentials, improving convenience while maintaining strong identity and security controls.
- **Situational readiness:** SOK can respond more quickly and efficiently to large legislative mandates and emergency changes without standing up separate systems or emergency fixes.
- **AAMVA RESTful services transition:** The American Association of Motor Vehicle Administrators (AAMVA), which operates the national systems states use to exchange driver and vehicle data, is modernizing its interfaces from legacy formats to RESTful APIs. SOK is well positioned to adopt these changes quickly, enabling faster, more reliable data sharing.

Most importantly, the project delivered immediate, measurable results for the people of Oklahoma. Project BOOST was a strategic investment in durable infrastructure that will continue to deliver value to customers, staff, and partners for years to come.

Immediate Impact, Continuous Improvements

SOK is now delivering on its mission of providing faster, more convenient customer service:

- Online transactions, in-person service delivery, eligibility verification, and back-office workflows now operate through one system of record, eliminating the need for manual workarounds and duplicate data entry.
- Customers can access accounts and services around the clock through an intuitive, mobile-friendly online portal—fully integrated with in-office systems for seamless service regardless of location.
- Integrated cashiering maintains alignment between online and in-office transactions.
- Nearly 40k transactions were processed on the first day, demonstrating the agency's technical and operational readiness.


40k
credentials issued
in first week


100k
vehicles
registered in first week

X2
processing
capacity

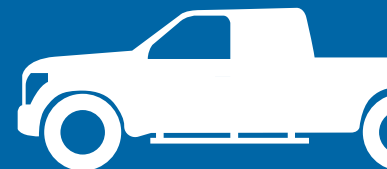
**Standard
in-person
transaction
time**

Before launch: 20 min

First week: 10 min

Two months in: 5 min

**38%
faster**
DS service across
all transaction
types



**32%
decrease**
in average wait time,
with some offices seeing
reductions as high as 80%